

CITY OF CONCORD

FY 2010 Annual Report



Route 3 Corridor North (Fisherville Road) Improvements



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Route 3 Corridor North (Fisherville Road) Improvements



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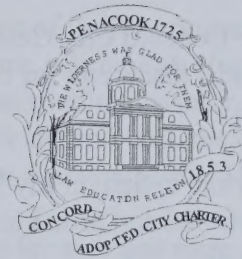


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MAYOR'S MESSAGE
Inaugural Remarks

Ladies and Gentlemen of the Concord City Council, Mr. City Manager, Madame City Clerk, City Staff, Families and friends, thank you for coming. We appreciate your presence at these brief Inaugural Ceremonies.

It is a privilege and honor for me to deliver my 2nd Inaugural Address. As the 47th Mayor of Concord, I am again very humbled and proud to assume the responsibilities of this office.

I first want to take the opportunity to congratulate my fellow City Councilors. Welcome back to all of the incumbents who have been re-elected. I would also like to welcome our newest members: Councilor At Large Michael DelloIacono and Councilor Amanda Grady.

As I said two years ago, "You are an exciting group of individuals with tremendous energy and talent." I again look forward to working with each of you.

I also congratulate Councilor Dan St. Hilaire on his re-election as Mayor Pro Tem. Dan is intelligent and tireless and I say – Thank you Mayor St. Hilaire for your assistance and willingness to give two more years.

To Mr. Aspell and all of the Concord city employees, I wish to extend a thank you for all that you do, and look forward to working with you for the next two years. You are the people that keep this community safe, enlightened, and informed. You have continued to accept every challenge given to you and have successfully exceeded all expectations.

I would like to express a special thanks to all of our families. This job takes our time away from you and I know none of us could do this without your steadfast support.

And to the most important people in my life: my wife and best friend Tara Reardon, our son Jackson, a sixth grader at Rundlett Middle School, Whitney Flanders and Matt Flanders. All of you grace my life with your presence every single day and I would not be here today without their continued love and support.

Lastly, my parents, Dick and Linda Bouley, I could not have been luckier to have two more wonderful role models. Throughout my life, each of you taught me the value of giving back to community and I hope I can make you proud in my service as Mayor.

Over the past 12 years serving on the Council I have learned much about our government, the citizens of Concord and about our place in this state.

Concord has grown since I began serving. In fact, as we enter 2010 a quick look back to the turn of the century shows our population has increased by 3,500 people to the current population of 44,186 in 2009. As the population has grown, so has the demand for city services.

Consider this:

- Since the year 2000, police calls for service have increased by 43%.
- Fire calls for service have increased by 17 %.

- The Recreation Department is serving 15 % more kids in our youth programs.
- We have added 15 additional miles of roadway that must be plowed, maintained and paved, and we have reduced the number of General Services employees by 24.

As the demand increases so has the cost of those services. Just like your household, the city has seen increase in costs for health care, retirement, electricity, fuel, solid waste and supplies. One small example, since we are in the middle of winter, is the cost of salt for the roads. Although we are using less salt than we did in 2000, the cost has risen from \$28.00/ton for a total cost of \$165,000 to \$65.00/ton for a total cost of \$357,500, more than a 50% increase.

And if increase demand and high costs for services were not enough, we can no longer rely on many of the traditional sources of revenue. Just last year Concord's municipal government received \$1.2 million dollars less in revenue sharing from the State of NH.

So, as we sit here tonight, it is important to begin looking to tomorrow, and the undertakings that we look to accomplish. Let me share with you what I think some of our priorities should be.

My first priority will be the same as it has been over the last two years: we must continue to keep our spending under control and we must continue to find ways to make city government live within its means. I am very proud that the Fiscal Year 2010 budget was the first balanced budget in decades no longer relying on dwindling reserves.

To achieve the goal of prudent fiscal management, we must develop and execute a strategic approach to positive economic development for tax base expansion. This is the only way we will be able to continue to deliver the high quality of services the citizens of Concord have come to expect.

Second – We must continue to support the backbone of our city's economy – small business, by actively promoting our city and creating an environment that instills the trust that we are open to their needs. I believe Concord has already started to see the benefits of this with the opening of several new green businesses downtown.

It is imperative that the local government of the City of Concord maintain its state of resilience (its ability to respond to changes in the economic environment effectively); its creativity and innovation; and its willingness to take on new initiatives.

The city has, for the last decade, taken a facilitative approach in which cooperative partnerships are used to leverage knowledge and resources to achieve community goals. I will continue this approach as I have the last two years.

Enhancing the economic vitality of downtown Concord by encouraging the redevelopment of the Opportunity Corridor and achieving a high utilization of the upper levels of the existing buildings must be a continued focus. Financial incentives, flexible regulations and codes are in place and sufficient access to parking has been provided. When the housing market strengthens and owners become motivated – redevelopment will occur.

The continuous promotion of cultural, weekend, and evening events will need to occur so as to strengthen the existing commercial and retail base and get customers into the doors of our merchants.

Through our continued focus and investment, downtown Concord will grow as a destination center, and our efforts to enhance our creative economy will continue to pay dividends. I will work to continue our evolving public arts initiatives. We have been successful in the establishment of a downtown independent theatre, and are on the cusp of strengthening our new arts district. Our commitment to the arts must continue.

Third – As a group, we must update our zoning regulations and produce a streamlining of our review process for new development and redevelopment that will encourage “green” economic growth. Planning for the future is the only way to preserve and enhance the characteristics and attributes of Concord that we most cherish, and to ensure that our communities remain healthy and vibrant. Starting next month in partnership with Concord 20/20, there will be several public forums for citizens to share their opinions on how they want the city to look through zoning changes. We must also urge the city Planning Board to author a rewrite of both our subdivision and site plan regulations as soon as possible.

Fourth – With the help of the Council Committee on Energy and Environment, Concord must continue to establish responsible renewable energy policies. With only a few small changes we have achieved great success over the past two years with significant savings in fuel and electrical costs. I am asking the committee to continue its work with the businesses, the builders, the architects, the residents, and the thousands of people who work in and visit our city each year to engage in a process that will lead to Sustainable Concord.

Fifth – Later this year the Council will be presented with a final report from the Task Force for a 21st Century Library and a final report on the future of our four existing community centers. It will be important to act on these recommendations. Having a vibrant, accessible and modern library as well as a multi generational community center is a keystone to our quality of life in Concord. Both projects will offer our residents better access to essential resources, and in doing so, enhance their lives and our community.

Sixth – I believe we must reassess our use of information technology and how the city communicates with its citizens. Information technology can provide new and innovative ways for citizens to be civically engaged in their community and with their government creating positive citizen/government relationships. We must recognize that not everyone has access to city government during the normal work day. By using technology, Concord citizens can voice their questions and/or concerns, or conduct activities such as renewing a dog license or paying a bill on-line at night or on weekends.

Seventh – We need to continue to maintain our investment in our public safety. New Hampshire was named last March as being the safest state in the Country, according to a study completed by researchers at Florida Atlantic University. The City of Concord is one of the safest communities in the state. Recently, however, we have seen an increase in serious crime in our community. Youth gang activity, drug related violence, property crime and violent assaults have occurred more frequently than in the past. Our community needs to take a stand against this behavior in order to keep Concord a safe community.

Finally, in the next two years we must continue to progress on many projects we have already started.

- Completion of the Sanel Block revitalization
- Penacook Mill/Downtown Penacook Redevelopment

- South End Rail Yard Redevelopment with a new \$70 million cogeneration electric and steam generation plant
- Commercial Development in Loudon Road/Route 106 area
- And Fisherville, North State and Village Streets reconstruction – must all remain high priorities

While these are but a few of the goals that I wish to accomplish during my second term, they will not be reachable without your help.

We have a responsibility to work together. I ask everyone in this city to join with me in meeting these challenges.

As we begin the difficult and exciting task of creating a prosperous Concord for future generations let us consider the words of Will Rogers, “Even if you are on the right track, you will get run over if you just sit there.”

So, thank you and with that in mind....let’s get to work!

James Bouley, Mayor

City of Concord

January 4, 2010

City of Concord, New Hampshire Mayor and City Council

MAYOR

James Bouley

COUNCILORS AT LARGE

Dr. Douglas M. Black

Mark Coen

Daniel St. Hilaire

Stephen Shurtleff

WARD COUNCILORS

Ward One

Elizabeth Blanchard

Ward Two

William Stetson

Ward Three

Jan McClure

Ward Four

Dick Lemieux

Ward Five

Robert Werner

Ward Six

J. Allen Bennett

Ward Seven

Keith Nyhan

Ward Eight

Dick Patten

Ward Nine

Candace CW Bouchard

Ward Ten

Fred Keach

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings and four special meetings and passed 40 ordinances, 93 resolutions and adopted a \$46 million, twelve-month budget covering the fiscal year 7/1/2009 to 6/30/2010.

FY2010-FY2011 Priorities

- Tax Base Expansion
 - Loudon Road / Route 106
 - Downtown Streetscape
 - Downtown / 2nd & 3rd Story Development
 - Storrs Street Connection
 - Penacook Redevelopment
 - Revenue Enhancement
 - Redevelopment Authority Partnership
 - Creative Incentives / Code Flexibility
- Balanced Budget Issues
 - Information Technology / Website / Customer Services
 - Downtown Parking Improvements
- Concord Public Library Planning
- Maintain Core Services
 - Paving Maintenance
 - Fire Training Facility
 - Public Safety Initiatives
- Parks / Recreation / Open Space
- Langley Parkway North
- Multi-generational Community Center
- Odor Control at the Wastewater Treatment Plant
- Loudon Road Corridor Improvement Plan

City of Concord Boards and Commissions

*To view members, staff contact and the authority of boards and commission please visit our website at onconcord.com

20/20 Board of Directors
21st Century Library Task Force
Ad-Hoc Parking Study Committee
Ad-Hoc Recreation Committee
Airport Advisory Committee
Board of Assessors
Board of Health
Board of Revision of Assessment
Building Board of Appeals
Community Development Advisory Committee
Concord Housing Authority
Concord TV Board
Conservation Commission
Contoocook River Local Advisory Committee
Demolition Review Committee
Design Review Committee
Economic Development Advisory Council
Election Review Committee
Energy & Environment Advisory Committee
Everett Arena Advisory Committee
Facilities Naming Committee
False Alarm Appeals Board
Fiscal Policy Advisory Committee
Golf Course Advisory Committee
Heritage Commission
Information Technology Advisory Committee
Joint City/School Committee on Cooperation
Library Board of Trustees
Licensing Board
Municipal Housing Commission
New Hampshire Rail Transit Authority
Opportunity Corridor Redevelopment Fund Policy Committee
Opportunity Corridor Tax Increment District Advisory Committee
Parking Committee
Penacook Village Tax Increment Finance District Advisory Board
Personnel Appeals Board
Planning Board
Poles and Wires Committee
Public Safety Board
Recreation and Parks Advisory Committee
Regional Planning Commission
Rules Committee
Sears Block Tax Increment Advisory Committee
Solid Waste Advisory Committee
State-Capitol Region Planning Commission

Tax Exemption Policy Committee
Taxicab Licensing Board
Technical Review Committee
Traffic Operations Committee
Transportation Policy Advisory Committee
Trustees of Trust Funds
Upper Merrimack River Local Advisory Committee
Utility Appeals Board
Zoning Board of Adjustment



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Budget	Finance – OMB		225-8585
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989
Business Development			225-8595
Business Licenses	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Cemetery Information	General Services Department – Blossom Hill Cemetery		225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	General Services Department		230-3851
City Clerk	City Clerk's Office		225-8500
City Controller	Finance Department		225-8560
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Community Development		225-8580
Community Centers	Recreation Department		225-8690
Community Development	Community Development		225-8510
Community Gardens on Clinton Street		State Division of Forests and Lands	271-3456
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400
Crime Prevention	Police Department		225-8600
Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
East Concord Community Center	Recreation Department		225-8690
Elections Information	City Clerk's Office		225-8500
Employment with the City	Personnel Department		225-8535

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department	Finance		225-8560
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651
Food Service Licensing and Inspection	Code Administration		225-8580
Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Recreation Department		225-8690

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Grounds Maintenance Park Maintenance	General Services Department		228-2737
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Services	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		230-3909
Job Openings	Personnel Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/ Transfer Station	General Services Department	Bestway Disposal	224-0890
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code Administration	Code Administration		225-8580
Marriage Licenses	City Clerk's Office		225-8500
Memorial Field – Scheduling	Recreation Department		225-8690
Memorial Field – Maintenance	General Services Department		228-2737
Merrimack Valley School District		Superintendent's Office	753-6561
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department	Bestway Disposal	224-0890
Parking	Police Department		225-8600
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Penacook Branch Library	Penacook Library		753-4441
Personnel Department			225-8535
Planning Division	Community Development		225-8515
Playground Maintenance	General Services Department		228-2737
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Public Health	Code Administration		225-8580
Public Properties	General Services Department		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation Department	Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580
RV Waste Disposal	General Services Department – Wastewater Division		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Concord Merrimack Valley	225-0811 753-6561
Septage Waste Disposal	General Services Department		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services Department		228-2737
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street of Traffic	General Services Department		228-2737
Site Development Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		225-8693
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580
Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600
Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning Division	Groundwork Concord	225-8515 224-3710
Subdivision Regulations/Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/ Lessons	Recreation Department		225-8690
Tennis Courts/Maintenance	General Services Department		228-2737
Tire Recycling	Concord Transfer Station - Landfill	Bestway Disposal	224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trash Collection	General Services Department		228-2737
Tree Branches/Spraying	General Services Department		228-2737
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Uniform Commercial Code (UCC) Filings	City Clerk's Office		225-8500
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Wastewater Treatment Plant (Hall Street)	General Services Department		225-8691

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Water/Sewer Bills	General Services Department		225-8693
Water Treatment Plant	General Services Department		225-8696
Welfare Department	Human Services Department		225-8575
West Street Ward House	Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Thomas J. Aspell, Jr 225-8570

ASSESSING

Dir of Real Estate Assessments Kathryn Temchack 225-8550

COMMUNITY DEVELOPMENT

Deputy City Manager-Development Carlos Baia 225-8510

Code Administrator Michael Santa 225-8580

City Engineer Ed Roberge 225-8520

City Planner Doug Woodward 225-8515

FINANCE

Deputy City Manager-Finance Brian LeBrun 225-8585

Purchasing Manager Douglas Ross 225-8530

Treasurer Michael Jache 225-8540

FIRE

Chief Dan Andrus 225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley 228-2737

Highways Grounds Operation and Maintenance Facility

Sidewalks Cemetery Recreation Facilities

Snow and Ice Control Park Maintenance Equipment Services

Street Cleaning Public Properties Water Supply

Storm Sewer Airport Wastewater Treatment

Solid Waste Municipal Complex

HUMAN SERVICES, 247 Pleasant Street

Director Jacqueline Whatmough 225-8575

INFORMATION SERVICES

Director Edward Drouse 225-8597

LEGAL

City Solicitor Paul Cavanaugh 225-8505

Deputy City Solicitor Jim Kennedy 230-3677

LIBRARY, 45 Green Street

Director Pat Immen 225-8670

PERSONNEL

Director Norm O'Neil 225-8535

POLICE, 35 Green Street

Chief Robert Barry 225-8600

RECORDS

City Clerk Janice Bonenfant 225-8500

RECREATION

Director David Gill 225-8690

ASSESSING DEPARTMENT

The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well run organization that is fiscally responsible and sensitive to the public's needs.

Facts and Figures

Building permits measured/listed	395
Sales reviews conducted	597
Deed changes processed	480
New parcel reviews conducted	20
New construction reviews conducted	47
Appeals: BTLA & Superior Court	BTLA: 44; Superior 22
Equalization Ratio	100.9%
Tax Base	\$4,053,531,970

Assessing Department figures are based upon the Tax Year, April 1, 2009 - March 31, 2010.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well coordinated, timely, predictable and cost efficient and effective manner.

Notable

Administration

The focus of the Administration Division continues to be on community outreach, regulatory facilitation, and ensuring that CD initiatives are carried out effectively and efficiently.

Improved Customer Accessibility

- Departmental website revamped to more effectively transmit commercial resources and inventory of available real estate.
- Automated leaf collection tracking system developed to allow residents to track fall leaf collection progress.
- Over 6,000 site plans scanned and indexed into city intranet for enhanced customer service.

Interagency and Interdepartmental Coordination Efforts

- Community Development Administration served as staff coordinator for Mayor's Ad-Hoc Parking Committee whose work led to the installation of a kiosk system.

Airport

- Contracts with Fixed Base Operator re-negotiated and executed.
- Successfully passed FAA Land Use Inspection.

Economic Development

- Site visits to 30 business and non-profit organizations.
- Development newsletter issued to highlight programs and incentives.
- Negotiated PILOT with Concord Power and Steam.

Building and Code Division

- The Code Administration staff completed plan reviews and inspections for 490 building permits supported by 930 structural inspections (with a construction value of \$59,771,000), 511 electrical permits supported by 769 inspections, 563 mechanical permits supported by 510 inspections, 250 plumbing permits supported by 494 inspections, 27 demolition permits, 853 health and related licenses and fielded over 1,700 zoning complaints & inquiries. Staff prepared for 50 ZBA appeals this year compared to 46 the previous year.
- Staff reviewed and Council adopted the 2009 Editions of the International Code Council “family” (Building, Electrical, Existing Building, Energy, Mechanical, Plumbing, and Residential) of Codes in preparation of the State’s anticipated adoption in April of 2010.
- Staff also started the review of the International Property Maintenance Code, 2009 edition, for possible adoption. Currently the City is using the 1993 BOCA Property Maintenance Code.
- The Health and Licensing department completed the review of the previously used food licensing inspection form and redesigned it to make less voluminous and more to the point. This effort was made to stream-line the delivery of the information in a straight forward concise manner which is easily understood by the restaurant owner.
- The division has redesigned all of the permit applications to format them in a consistent manner. More applications are accessible from our website along with informational handouts on required structural loads to requirements for finishing a basement.
- The Code Administration staff is monitoring over 30 bills which are currently in the legislature. HB1191 and HB1486 were of particular interest in that they were introduced to prohibit municipalities from mandating sprinkler system in single family homes, something that national building codes are now starting to include. Staff monitored SB317 which proposed to redefine the definition of “hardship” in zoning matters and revert back to what was previously defined.

Engineering Division

The Engineering Services Division completed a number of initiatives throughout 2010 including major traffic and transportation design projects, water and sewer utility projects, and airport projects along with a number of transportation corridor planning studies and review of the city’s development standards and regulations. Engineering staff continued support of the Transportation Policy Advisory Committee and its technical subcommittees on pedestrian, bicycling, public transit, and traffic operations.

Engineering staff developed a comprehensive monitoring well permit and regulation process resulting in a new ordinance.

Major Engineering Programs and Initiatives

The Engineering Services Division continued its efforts on a number of major engineering programs and initiatives including the implementation of the GIS Master Plan, the development of strategies for a stormwater utility mechanism to fund the implementation of the Stormwater Master Plan, the development of a multi-year digital tax map system update program, as well as the review of the city's development regulations and standards in response to the recently completed Comprehensive Master Plan.

- With respect to the GIS Master Plan, staff implemented the major aspects of the program including outline of the city's geographic information system initiatives and priority programs. The Engineering Division continues to update and expand our GIS records for the water system, sanitary sewer system, drainage system, roadways, and other municipal infrastructure to provide the required asset reporting information for Finance. Automated reports on the city's infrastructure assets are now being provided to the Finance Department including roadways, sanitary and storm sewers, waterlines, sidewalks, and other elements as requested.
- GIS staff along with summer interns scanned the entire inventory of private plans – some 6,600 plans and developed a private plan index now available for City use on the intranet. Additionally, GIS staff assisted by a General Services temporary employee, completed research and update of 6,700 private water main records in order to supply water main age, size, material, and lining information to the City's water system modeling consultant.
- Engineering staff continues to develop strategies for evaluating and implementing mechanisms for a citywide Stormwater Enterprise for funding the stormwater management program. Although City Council did not fund the capital project intended to advance the study of stormwater enterprise mechanisms in the FY2010 budget, staff prepared a detailed outline for presentation to City Council highlighting information gathered to date and what program options Council could consider. Staff reviewed legislation passed in the legislature allowing for the creation of stormwater utilities and continue to review what other communities in our area have either developed or are considering of similar comprehensive programs.
- Engineering staff successfully applied for and received a grant from the NH Department of Transportation (NHDOT) Safe Routes to School program for safe school route improvements along South Street in the vicinity of Conant School. The project will be coordinated with the Concord School District's Conant School project and construction is anticipated in the summer 2011.
- Engineering Services, in conjunction with the Planning and Assessing Division, completed the first phase of the multi-year program to update the City's tax maps. The first phase focused on the 1,700 parcels in Penacook.
- In light of the Planning Board's approval of the city's Comprehensive Master Plan, Engineering Services began developing new and/or revised design, development and construction standards relating to drainage design, stormwater management, street construction and acceptance standards, as well as digital plan submission standards; each required elements of site plan and subdivision plan submissions. Working closely with Community Development Administration and the Planning Division, early efforts have focused on updating design and development standards as well as street design and acceptance standards. Revisions to regulations include stormwater management regulations and digital plan submission requirements.

- In our effort to provide support to other departments and divisions, Engineering staff conducted well over 70 visits to determine the location of the public right-of-way lines for right-of-way encroachments and potential dangerous street tree review.

Community Development Department Permit Tracking Software

The Engineering Services Division continues its use of the Permit Tracking system and efforts to develop performance baseline standards for the quality and responsiveness of construction inspection as well as the timeliness and responsiveness of the plan review process. Staff of Engineering, Planning and Code Administration all use the integrated system proficiently and have advanced the electronic certificate of occupancy permit capability streamlining efforts for the development community.

Transportation Policy Advisory Committee Initiatives

In its 2008-2009 session, the Mayor and City Council created the Transportation Policy Advisory Committee (TPAC) in an effort to consolidate the number of technical review committees and standing advisory committees on traffic and transportation. Upon inception, the TPAC developed a number of technical subcommittees focused on supporting various areas of transportation. Subcommittees include the Pedestrian Committee, Bicycling Committee, Public Transit Committee and the Traffic Operations Committee. Engineering staff provides direct support for all committee and subcommittee activities.

- Since the City Council adopted its Traffic Management Policy in late 2005, a number of inquiries have been made to review the policy. The Traffic Management Committee was replaced with the Transportation Policy Advisory Committee (TPAC) in 2008. In its first significant effort, TPAC drafted the Comprehensive Transportation Policy, a comprehensive transportation policy intended to promote the development, operation, and maintenance of a complete, multi-modal transportation system serving the community, inclusive of its residents, businesses, employees, and visitors – all in the context of the overarching goals of economic vitality, enhanced livability, quality of life, and environmental and fiscal sustainability – the so-called “complete streets” initiative. The policy was adopted by City Council in late 2009.
- As one of City Council’s top priorities, the Engineering Services Division continues its efforts in developing a comprehensive traffic and transportation engineering program. The City’s Traffic Engineer continues to focus on developing traffic and transportation related policies as well as focus on neighborhood traffic issues in addition to the daily demands of traffic data collection, operational analysis and response improvement. The Traffic Engineer chairs the city’s Traffic Operations Committee and provides primary engineering support for the full TPAC and the Parking Committee.
- In an effort to identify and evaluate the city’s high frequency and high severity accident intersections and corridors, the Traffic Operations Committee (TOC) continues to coordinate staff review of accident “Hot Spots” community-wide on a monthly basis. The TOC, through the support of Concord Police Department, provides accident data used to develop accident “Hot Spots” locations for further review. Crash rates are determined at high accident locations to identify safety problems and potential solutions. The TOC will continue its focus on capital projects specifically targeting critical traffic corridors including Loudon Road, Manchester Street, North State Street, Fisherville Road and Langley Parkway.
- Engineering staff continues to support neighborhood traffic inquiries by residents through the Traffic Operations Committee (TOC). The TOC met monthly throughout 2010 and sponsored a number of neighborhood traffic meetings.

- Engineering staff collaborated with the Concord Police and Fire Departments to implement a number of no-to-low cost traffic signal enhancements at various locations citywide including traffic signal and pedestrian improvements along the Loudon Road corridor from Stickney Avenue to the Everett Arena.

Major Transportation Improvement Projects

Engineering Services was active on a number of major transportation improvement projects and corridor studies throughout 2010.

- Staff continued to compile traffic volume and accident data along the Loudon Road corridor and prepared safety cost-benefit analysis to NHDOT for consideration of Highway Safety Improvement Program (HSIP) funds. Engineering staff expects to sponsor neighborhood meetings to promote this high priority safety improvement project along Loudon Road and develop consensus amongst City Council and the business and residential neighborhoods to prioritize this project.
- Following the opening of Langley Parkway in 2008, Engineering staff continues to gather and review traffic volume data in an effort to evaluate the effectiveness of the new traffic corridor as well as shape the city's direction with the northerly leg of the Langley Parkway project and the Pleasant Street corridor study. While improvements to Pleasant Street are in the outyear of the current CIP, staff will continue to coordinate the data collection of the post-Langley studies and present a detailed report with programming recommendations likely in the FY2011-2020 CIP.
- City Council approved construction of the Phase 1 improvements to US Route 3 Corridor (South) - Manchester Street in 2009. Improvements include the signalization of the Manchester/Airport/Integra intersection. Staff coordinated legal and appraisal services and began negotiating for right-of-way along the corridor. Phase 1 construction is expected during the 2011 construction season.
- Final design for the Phase 2 improvements related to the US Route 3 Corridor (North) Improvement Project was completed in early 2009 and construction began in the segment from Bog Road to Lake Street in June 2009. The improvements include the removal of the existing concrete slab that has been difficult to maintain in recent years along with the construction of sidewalks and related utility and streetscape improvements. The Phase 2 improvement included the installation of new traffic signals at Bog Road and Sewalls Falls Road.
- Engineering staff continues to support NHDOT on the Sewalls Fall Road Bridge Project. Clough Harbor & Associates (CHA) has been selected to provide preliminary bridge design and environmental review. Staff assisted the DOT in the public meeting process and project development. Currently, the bridge repair/replacement project is scheduled for FY2012 on the State's 10-year plan.
- Engineering staff assisted TPAC's Bicycle Committee in the development and design of the North-South Bike Route. Concord's first designated bike route, approved by City Council in late 2009, features the creation of a shared roadway bike route along South Street, Spring Street, and Rumford Street connecting points south to north through the City. TPAC-Bike secured grant funding for the project through Concord 20/20. Installation of bike route signage and pavement markings is planned for mid-2011

Major Infrastructure Improvement Projects

In 2010, Engineering staff coordinated the design of major intersection and Airport projects, and sidewalk improvement projects in the Heights and on Rockingham Street.

- Engineering staff completed the compilation and assessment of traffic and accident data in the McKee Square area. Traffic projections for the critical PM peak hour are complete and traffic simulation models are being developed for several alternative roadway, traffic control and safety improvements, including a no-build option. Staff and Traffic Operations Committee (TOC) reviewed concept alternatives in mid-2010. Council review and a public information meeting is anticipated for early 2011.
- Engineering staff completed the design of several major utility projects including 4,000 feet of water main replacement on Loudon Road between East Side Drive and Airport Road, 600 feet of water main replacement on East and Crescent Streets in Penacook, and provided design and construction administration on the extension of 300 feet of sewer main to connect to the Days Inn on South Main Street as well as the replacement of box culverts associated with Bow Brook under Pleasant Street and Warren Street.
- Engineering staff provided construction administration and inspection on the completion of major streetscape and sidewalk projects including sidewalks on Abbott Road, Manor Road and a portion of Borough Road between Primrose Lane and Millstream Lane as well as the reconstruction of a retaining wall on School Street located between Rumford and Huntington Streets.

Project Awards

White Park received the American Council of Engineering Companies of New Hampshire (ACEC-NH) 2010 Engineering Excellence Award in the Environmental Project category. The award recognizes the innovation of design through use of porous concrete pavements to address stormwater management and water quality issues in the renovation of White Park. The award also recognizes the design consultants' efforts in engineering value and design considerations made throughout this complex project involving a historically significant park. Final improvements to the park were delivered on time and within the available funding constraints exceeding the City's expectations. The project now serves as a leader in the Concord community for sustainable design practices guiding future public and private-sector projects towards sustainable design. This is the 2nd award that the City has received for the White Park project since its completion. The Northern New England Concrete Promotion Association awarded the City of Concord the 2008 Excellence in Concrete Award for the use of innovative pervious concrete pavement at White Park.

Engineering Project Inspection Program

In its fourth year, the Engineering Project Inspection Program continues to provide excellent inspection services at cost effective rates to the development community. In 2009/2010, Engineering staff recommended that inspection service fees not be increased given the economic challenges facing the development community and that the fund remains in a strong position. Since its inception with the purpose of replacing expensive, outsourced inspection services, Engineering inspectors have saved the development community tens of thousands of dollars in fees. Additionally, the program continues to receive positive comments from the development community on its cost effectiveness, its decision making effectiveness and staff availability. Engineering staff provided inspection services on 36 private development projects throughout 2010.

Planning Board and Division

- The Planning Division continued to provide staff support to the Planning Board, Conservation Commission, Heritage Commission, and Architectural Design Review Committee, and to that end, during the fiscal year, the Division staff attended and prepared agendas and minutes for 16 Planning Board meetings, 15 meetings of the Conservation Commission, 11 meetings of the Heritage Commission, and 12 for the Architectural Design Review Committee. The City Planner is also an ex-officio member of the Recreation and Parks Advisory Committee, and as such, attends their meetings of which there were five.
- The Planning Division continued to provide processing, review, written reports, and meeting presentations for applications to the Planning Board including 13 for Subdivisions, 24 for Site Plans and Conditional Use Permits, and 9 for Design Review.
- A draft zoning amendment to implement new statutory provisions for small wind energy systems was prepared by the Planning Division and forwarded to the Planning Board for recommendation. After discussion and further amendment, the Planning Board recommended the amendment to the City Council and the Council subsequently adopted it.
- The Planning and Code Divisions met with the NH Floodplain Management Coordinator to review the compliance of the City's regulations with the requirements of the National Flood Insurance Program. As a result of that meeting, amendments to the Zoning Ordinance were prepared for review by the Planning Board and then recommended to the City Council which adopted them.
- An application was prepared and filed by the Planning Division for a second grant to finalize the draft aquifer protection ordinance for presentation to the City Council. The grant was awarded and the funds appropriated by the Council. A contract was signed to re-engage the consultants who prepared the draft materials last year and work on the ordinance is underway.
- Based on the recommendations of Master Plan 2030, the Planning Division undertook a review of the City's parking standards as contained in the Zoning Ordinance. To that end, new parking research from the Institute of Transportation Engineers (ITE) has been obtained and reviewed, and the Central New Hampshire Regional Planning Commission has been enlisted to assist in this endeavor by completing parking occupancy counts for selected non-residential land uses in the City to both supplement as well as verify the ITE findings.
- The Planning Division and Planning Board participated in the Concord 2020 review of the City's Land Use Regulations including both public workshops, and a public presentation of the results. A review has begun of the consultants draft report.
- The Planning Division prepared a draft of new subdivision regulations, which was subjected to an interdepartmental review prior to submittal to the Planning Board for their consideration. The Planning Board held several review meetings and continued their review into FY 2011, with a public workshop and adoption hearings anticipated later in the year.
- The Planning Division prepared a draft of new Site Plan Regulations which were subjected to an interdepartmental review prior to submittal to the Planning Board for their consideration.
- The Planning Division participated in the review of mapping and addressing provided by the Bureau of the Census in preparation for the US Census.
- The Planning Division has continued to support the legal defense of the actions brought against the Planning Board including the action brought under the federal Telecommunications Act against the Planning Board by US Cellular in US District Court. That case was dismissed as of the first of the year (2010). The Division has also assisted in

the City's defense against Tropic Star Development, LLC in their challenge of the constitutionality of the City's Zoning Ordinance and issues raised with regard to an anticipated re-subdivision of land, a matter which was still pending before the NH Supreme Court.

- The Planning Division also provided assistance to the Legal Department in the case of an abutting property owner to the Parmenter Road PUD who appealed the Planning Board's decision to grant a waiver for an extension of the period of validity. This matter concluded in a voluntary nonsuit being approved by the NH Superior Court on December 29, 2009. The Division also participated in the mediation and settlement of *Elgland v. the City of Concord*.
- The Planning Division prepared and administered a Request for Proposals for construction of a gazebo for Rollins Park in accordance with CIP #56. A contractor was selected and the Division has overseen the construction. Final landscaping is expected this fall to complete the project.
- The Planning Division continued to assist the Conservation Commission with its land protection initiatives and open space management program including the acquisition of an 85 acre parcel on Currier Road; the maintenance of a dialogue with the owners of other parcels of interest to the Commission and contracting for appraisal services on specified parcels; the negotiation of a revised lease with the sod farmer on the former Gold Star land; working with the Police Department relative to vandalism and illegal vehicle use on open space land, and with the General Services Department to complete some repairs and restoration.
- During the fiscal year, the Heritage Commission reviewed a Tax Relief Application for the Sanel Block project pursuant to RSA 79-E and provided a report to the City Council thereon. They also considered two applications within the City's Historic District.
- Pursuant to CIP #506, the Planning Division assisted the Heritage Commission in preparing and filing a Certified Local Government (CLG) Grant to conduct a survey of the City's historic schools. The grant was awarded, the funds appropriated, and the Division prepared a request for proposals (RFP), from which a consultant was selected by the Commission to conduct the survey. The resultant inventory of the surveyed properties is available to the public on the Commission's webpage.

Conservation Commission

- The Commission protected a total of 134 acres of land in the City during Fiscal Year 2010, as follows:
 - a. The Commission closed on a purchase of an 85-acre parcel northerly of Currier Road which will provide a vital connection in a trail system linking Dimond Hill Farm to Rossview Farm to the Carter Hill Orchard.
 - b. The Commission received a gift from Franklin Pierce Law Center of an 18-acre parcel along the Merrimack River, across from the State's Sewalls Falls Park.
 - c. The Commission received three conservation easements associated with cluster subdivision developments. All three easements are adjacent to existing City open space.
- The Commission reviewed 12 wetland permit applications from the New Hampshire Department of Environmental Services, as well as 7 Conditional Use Permit applications submitted to the Planning Board that related to proposed impacts to the wetland, bluff, and shoreland protection buffers.

- The Commission also reviewed and made recommendations for the terms and layout of proposed conservation easements which were required as part of five different cluster subdivision applications being considered by the Planning Board.
- The Conservation Commission contracted with Plus Time NH to hire the “Green Team” to perform routine trail maintenance throughout the City.
- The Commission has contracted with Central New Hampshire Regional Planning Commission to hire a wildlife biologist to provide an analysis of the wildlife habitat in Concord and CNHRPC will be preparing a Green Infrastructure Map of the City.
- The Commission is in the process of establishing a monitoring and stewardship program for City-protected land. A Plymouth State intern worked for the Commission and completed deed research for those open space properties owned in fee by the City.

Forestry and Street Tree Program

- The City’s consultant forester has submitted a draft of a new Forest Management Plan, which is in the process of being reviewed by the Commission. The forest type maps are still to be submitted.
- The Trails Committee met regularly throughout the year and various trail improvements were completed on the conservation land. The Committee is working to establish a trail corridor that would link the Dimond Hill Farm, Rossview Farm, and Carter Hill Orchard.
- The Oak Hill conservation area parking lot was expanded to accommodate four additional vehicles.
- The Commission contracted with the Plus Time NH Green Team to remove bittersweet vines from the city-owned forest land adjacent to Penacook Lake and also removed invasive plants from the shores of Horseshoe Pond. The Green Team also assisted the City’s consultant forester in the relocation of a trail along the Merrimack River, at the Gold Star property off of West Locke Road, and the installation of kiosk at this location. The Green Team also removed trash and debris from the newly acquired Franklin Pierce property, and performed routine trail maintenance throughout the City.
- Local Boy Scouts installed a new foot bridge at Winant Park, blazed trails at Spears Park, and constructed a bench at the viewing platform at the Riley property.
- The Commission received a donation from a local nursery of 49 trees, and through coordination with the General Services Department, these trees were planted throughout the City.
- A timber sale was conducted on the west side of Penacook Lake which is managed for watershed protection and wildlife habitat. The boundaries of the Penacook Lake area involving the timber sale were blazed. The bid was awarded to Chuck Rose of Webster, New Hampshire and the operation was managed by the City’s consultant forester. Also, a timber sale was prepared for trees damaged during wind storms during the winter.

FINANCE DEPARTMENT

The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management and debt administration. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer

service and information. The Office of Management and Budget will provide citywide comprehensive and consistent analytical budgetary and analytical support.

Notable

Control and Treasury Division

- The City received a Certificate of Achievement for Excellence in Financial Reporting award for the June 30, 2009 CAFR. This certificate of achievement award was presented to the City by the Government Finance Officers Association and is the highest form of recognition in governmental accounting and financial reporting and its attainment represents a significant accomplishment by a government and its management.

Purchasing Division

The Purchasing Division strives to obtain the optimal value for the taxpayer through a process of acquiring goods and services and disposing of surplus personal property that timely meets the needs of city departments in conformance with the City Charter and ordinances, while encouraging competition in a fair, open, ethical and efficient manner.

Working with City staff, the Purchasing Division has successfully negotiated the following contracts:

- a. **Energy Contracts.** Contracts for the supply of **electricity** for the City's 55 largest accounts have been awarded to Constellation New Energy through 7/1/10. The City's smaller accounts continue to receive electricity supply from Unitil on a default basis. A contract for the supply of **natural gas** for all accounts has been awarded to Santa Buckley Energy through 6/30/10. **Gasoline, diesel fuel, kerosene and #2 fuel oil.** These fuels are all under contract, with various vendors, through 6/30/10.
- b. **Energy Improvements.** The City has been awarded grants for the below listed energy improvements. These are energy efficiency conservation block grants funded with American Recovery and Reinvestment Act funds awarded by the US Department of Energy and the State of NH Office of Energy and Planning.
 - a. LED Pedestrian Signals. \$51,940 awarded to upgrade 158 crosswalk pedestrian signals with estimated annual savings of 61,180 kWh of electricity totaling \$8,035.
 - b. Solar Domestic Hot Water Panels: \$100,000 awarded for the installation of solar domestic hot water panels on several city buildings. Annual savings are estimated to be 3,696 kWh of electricity, 505 therms of natural gas totaling \$1,102.
 - c. Lighting Fixture Upgrades. \$203,800 awarded for the upgrade of lighting fixtures in most City facilities with an estimated annual savings of 244,124 kWh of electricity totaling \$33,735.
 - d. Anti-Idling Devices. To be installed in 5 city vehicles with annual savings estimated to be 3,000 gallons of gasoline totaling \$8,000.

Additional City funded improvements are anticipated.

The Controller and Purchasing Manager:

1. Continue to serve as members of the City's Enterprise Resource Planning (ERP) System Steering Committee;
2. Are the leaders of the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and upgrade services; and
3. Continue to serve on the City's Fiscal Services Consolidation Team. One of the accomplishments of this team has been to convert a clerical position in Purchasing to a Purchasing Agent's position. This Purchasing Agent will support the day-to-day operational purchases of the General Services Department.

The Control Division's Fiscal Supervisor and the Purchasing Manager, with the assistance of the Personnel Department's Safety and Training Coordinator, continue to train new and existing City staff on current accounts payable and purchasing policies and procedures.

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the City residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever escalating threats to security, and the need to minimize cost.

Notable

- Infrastructure re-design and improvements; tested and implemented desktop thin client technology.
- Continued work with the City of Concord's ERP vendor to upgrade various financial modules and implement their cafeteria benefits plan module.
- Upgraded and expanded the Public Access environment at the Public Library.
- Continued priority support with individual departments in projects as critical as mobile computing for Fire Apparatus, energy management devices controlling energy usage in city buildings and offsite disaster recovery infrastructure.

FIRE DEPARTMENT

The mission of the Concord Fire Department is to protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and twenty other communities comprising the Capital Area Mutual Aid Fire Compact. The center also dispatches two private ambulances and the Central New Hampshire Haz Mat Team. The Department also maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

Administration Activities

- Coordinated and delivered the promotional process for the ranks of Fire Battalion Chief, Fire Lieutenant, and Paramedic Lieutenant
- Working with the Capital Area Public Health Network, established a Multi Agency Coordinating Entity (MACE) site at Fire Headquarters to provide regional coordination for public health emergencies.
- In conjunction with the Office of Management and Budget, the Department completed a major review and analysis of overtime expenditures.

Fire, Emergency Medical Services and Special Operations Activities

- A severe windstorm struck the City on the night of February 25-26, resulting in extensive damages to several businesses and homes. There were no reported injuries from the storm. The City's Emergency Operations Center was activated for this event.
- Major fires destroyed the Friendly's Restaurant on Loudon Road and a historic home on Orion Street.
- The old Barney's Flower Shop in Penacook was used for training in search and rescue, ventilation, and advancing hose lines.

Fire Prevention and Safety Initiatives

- The Fire Department worked with the Friends of Forgotten Children to pilot a program on providing fire safety information to persons with low reading ability.
- A fire safety open house was held at the Manor Fire Station in October and drew citizens of all ages to a wide variety of safety and injury prevention demonstrations.
- Eleven citizens completed the Community Emergency Response Team training course over two weekends.

SERVICE INDICATORS	2008	2009	2010
1. Total Emergency Calls for Service	7,530	7,319	6,882
a. EMS Calls	4,972	4,605	4,227
b. Haz-Mat	86	86	91
c. Residential Structure fires	52	57	42
d. Commercial Structure fires	17	17	20
2. Percent EMS Response within 5 minutes	82	82	70
3. Percent Fire Response within 5 minutes	67	74	77
4. Quick Access Plans Completed	28	24	56
5. Fire Safety Inspections Completed	2,208	1,999	1,777
6. Alarm Systems Monitored	535	543	543
Master Box plug in/plug out	133	135	215

GENERAL SERVICES DEPARTMENT

The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, parks, cemeteries, ice arena, golf course, and motor fleet.

Notable

Highway and Utilities Systems Division

- Responded to 100% of low pressure water calls with a follow up letter within one week of the call stating causes and cures.
- Corrected 95% of any hazardous pavement or sign conditions within a 24-hour period.
- Responded to 100% of water line leaks within one hour of notification.
- Responded to 100% of sewer line blockages within one hour of notification.
- Replaced 8 outdated hydrants and 61 service valves as budgeted in Capital Outlay.
- Completed video inspection and completed repairs of identified sewage and drainage problems prior to maintenance paving.
- Updated the Pavement Management Program with a field survey of the current pavement condition in order to keep the program updated. The last survey was completed in the summer of 2007.
- Implemented a four day work week (except during the months of winter operations) resulting in continued fuel and overtime savings for the Highways and Utilities Division.
- Completed the Reclamation and Shim Overlay Projects (Capital Improvement Projects # 79 and # 80) as approved in the Fiscal Year 2010 budget.
- Actively participated with the New World Systems ERP Logos Core Team regarding implementation, as well as continued participation in the Work Order module development.
- General Services completed the debris clean up for the wind storm of February 26, 2010, within two weeks and provided assistance in completing the City's application to the Federal Emergency Management Agency for reimbursement for labor and material costs.

Public Properties Division

- Responded to all emergencies within the two hour metric. Examples of emergency work orders that Public Properties has attended to include power outages, sprinkler alarm failures, and other safety related work.
- Completed more than 890 work orders city-wide.
- Participated in the NWS LOGOS Work Order Advisory Group. In the interim, the division purchased a commercial version of a maintenance management software program that has been used during the fiscal year to manage equipment repairs and work orders.
- Submitted and executed a mowing work plan for key periods of the year, namely the NH Speedway NASCAR races. The Division completed unprogrammed work (brush mowing in the southern portion of the development zone) due to a Federal Aviation Administration facility inspection observation.

- Audi Pitch-In was conducted in August 2009. More than 94 volunteers contributed more than 450 man hours to the cleaning and maintenance of the 105-year old auditorium. General Services' staff planned the activities, provided the materials, and supervised the volunteers in conjunction with the Friends of the Audi.
- General Services' staff developed an expanded 10 year, comprehensive Capital Improvement Plan for the City facilities, and completed several in-house facility modification projects that supported the City services consolidation plans.
- Using the City's financial management system to design a custom Budget Performance Report for the purpose of tracking the Division's monthly and quarterly expenditures.
- Refinished the wood playing surfaces at the Green Street Community Center and the East Concord Community Center.
- Relocated Finance-Control from City Hall to the Combined Operations and Maintenance Facility (COMF).
- Built two new offices at the Combined Operations and Maintenance Facility (COMF) for the Purchasing Manager and the Controller.
- Relocated the Office of Management and Budget from the Combined Operations and Maintenance Facility (COMF) to City Hall.
- Constructed a new Budget Review conference room on the first floor of City Hall.
- Constructed a new office space for the Senior Center's Executive Director at the West Street Ward House.
- Created additional storage space for the Recreation Department at the Green Street Community Center.

Administration

- General Services' staff completed preliminary evaluation indicating potential user fees for a Household Hazardous Waste Collection Program may not be effective to collect and dispose this fraction of the community's solid waste. General Services will continue to evaluate and review this initiative with the Solid Waste Advisory Committee.
- General Services successfully deployed Pay-As-You-Throw and provided quarterly reports to Mayor and City Council.
- General Services provided the Fort Eddy Road site to residents for a location to dispose leaf and yard waste and continued to perform the fall bulk leaf collection in the fall.
- General Services successfully implemented weekly recycling for all of Concord's residential properties.
- General Services, working with the Solid Waste Advisory Committee, significantly increased the city's residential recycling rate and reduced the city's residential solid waste volumes.
- General Services continued to work with the Purchasing Division in pursuing energy grants for both fixed and mobile assets.
- General Services successfully secured funding from the American Reinvestment and Recovery Act for improvements at the Water Treatment Plant.

Water & Sewer

Wastewater

- Three NPDES permit violations were reported at the Penacook Wastewater Treatment Facility and four NPDES permit violations were reported at the Hall Street Wastewater Treatment Facility during FY10.
- Completed construction project to refurbish one bio-cell at the Hall Street Wastewater Treatment Plant.
- Completed replacement of one influent screw pump at the Hall Street Wastewater Treatment Plant.
- Completed construction of sludge conveyor upgrade project at the Hall Street Wastewater Treatment Plant.
- Continued development of the Wastewater Division Computer Maintenance Management System. New headworks and odor control equipment was entered into the system and systematically throughout the year updates were made to existing system as staff identified new tasks or equipment to be added to the database. The recently added work request module is being utilized by the other work sections to load work requests directly into the CMMS. No other modules are recommended at this time as we continue to build on the existing systems functionality.
- Completed reapplication process for Hall Street Wastewater Treatment Plant NPDES permit.
- A new three year leachate treatment agreement with New England Waste Services, Inc. was executed.
- Completed an evaluation of expanding the Industrial Pretreatment Program to incorporate permitting of restaurant facilities.
- Re-evaluated feasibility of collecting Recreational Vehicle waste discharge fees.
- Completed recruitment process for vacant Wastewater Operations Supervisor position.
- Completed recruitment process for vacant Utility Electrician position.
- Completed repairs to Hall Street WWTF primary clarifier rake arm mechanism and ground water relief valves.
- Replaced several sections of flights on Hall Street WWTF sludge transfer conveyors and thermoblender in preparation for startup of Class A biosolids production.
- Began Class A biosolids production at the Hall St. WWTF after startup of new dust and odor scrubbing equipment.

Water

- The Water Treatment Plant experienced no exceedances of the MCL level of the Safe Drinking Water Act requirements. The Water Treatment Plant continues to comply with all the Safe Drinking Act with no Maximum Contaminant limit levels exceeded.
- Implementing the recommendations of the Phase 2 Water Master Plan as funded in the CIP. Proceeding with the third phase of the Water Master Plan performing an assessment of the Water Distribution System and Storage Facilities. Phase 3 of the Master Plan with the model development is near completion with anticipation date of June with the delivery of the model, including training.
- Continue the protection of the permitted capacity of the Pembroke Well-Field Pump Station (Pump Station #2). Continue to perform DES required sampling and reporting.
- Continue to actively participate on the NHDES Water Quality Standards Advisory Committee relative to in-stream flow rules and intra-basin water transfers. Continue to

attend NHDES Water Quality Standards Advisory Committee meeting. Sent requested rule change comments to DES pertaining to the proposed in-stream rules and intra-basin water transfers to preserve Concord interests.

- Traded in GMC half ton V6 four wheel drive Sonoma pick-up truck used for City distribution system sampling for a small gas saving 2009 4 cylinder Chevy Aveo. The Chevy Aveo is used mainly for water system sampling and traveling to training courses reducing the amount of gasoline used.
- Changed coagulant and reduced chemical usage for settling basins. The coagulant change has reduced about one third of the plants caustic use and works outstanding in the settling basins removing turbidity.
- Extended water filter run times from 60 hours to 100 hours before backwashing. Average filter runs before backwashing are now 90 hours.
- Reduced monthly non-compliance distribution system sampling saving time, fuel and chemicals. Discontinued all non-compliance distribution samples saving time, fuel and laboratory chemical supplies.
- Changed Water Treatment plant staffed hours from seventeen hour days to ten hour days. The 10 hour work shift has enabled the plant to better utilize personnel more effectively.
- Received \$5000 grant from DES for security fencing at the WTP. The Water Treatment Plants' storage building is now within security fencing; project is complete.
- Reduced wastewater discharge to sewer from less sludge wasting and fewer back washings. Reduced sludge wasting in the winter months and will continue to work at summer months' reduction. Fewer back washings has been achieved.

Vehicle Maintenance

- Updated Annual Fleet Maintenance Report.
- Reduced road service calls by 2%.
- Updated and performed annual customer satisfaction survey for vehicle maintenance.
- Actively promoted the motor vehicle anti-idling policy.
- Explored energy conservation, alternative fuel and related grant opportunities.
- Provided Concord High School and Regional Technology Center opportunities to host student interns to assist their educational and vocational development.
- Successfully implemented the City's Commercial Driver's License Drug and Alcohol Testing Program including programmatic awareness training of all employees who are required to possess a current Commercial Driver's License, and managing the drug and alcohol testing program.
- Actively participated in the Granite State Clean Cities Coalition as a Stakeholder.
- Participated with the City's Internal Energy Conservation Committee relative to alternative fuels, and vehicular fuel conservation practices.
- Sustained the City's five percent vehicular fuel reduction goal.
- Took lead on performing the annual Facilities Safety & Health Inspection for the COMF complex and followed-up on corrective actions.
- Coordinated with the Grounds Division to share their Equipment Maintenance Mechanic during the winter months, enabling the Division to partially offset the void created by the personnel reduction of one mechanic.

HUMAN SERVICES DEPARTMENT

The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

Notable

- Concord Human Services was able to send 44 boys and girls to summer camps through the generosity of NH Charitable Foundation and Concord Junior Service League.
- Area boys were also provided with camp necessities from the Everett Weir Abbot Fund through NH Charitable Foundation. Human Services partnered with Concord Recreation, Police and Fire Departments.
- Concord Human Services Director served as the agency coordinator for the Capital Region Food Program Holiday Food Basket Project, serving 1,306 families from Concord and Penacook.
- Generous agencies, churches, businesses, City Departments and individuals helped Concord Human Services provide Christmas toys to 113 children.
- Thanksgiving baskets donated by ASA Sanel employees and the Angwin family, formerly students from Bishop Brady, were provided to 77 families.
- Members of Temple Beth Jacob continued to provide dried goods, chicken and meat for our food pantry all year long and the Capital Region Food Program provided a monthly distribution of food staples so that we could issue food baskets. Immaculate Heart of Mary donates diapers and other non-food items.
- The VFW Ladies Auxiliary provided school backpacks to 19 children through Concord Human Services.
- Director served on the statewide NH Refugee Advisory Council that meets every other month, sharing reports and providing cultural education on our newest arrivals.
- Concord Human Services staff worked with 3,980 appointments and walk-ins, including 211 homeless or at risk of being homeless families and individuals, and had a caseload of 898 individual households.

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to ensure that all actions of the City are within the powers granted to it by the legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

Notable

- In 2010, the Solicitor's office, through the efforts of the Deputy City Solicitor and the City's Paralegal, defended the City's interest in the Tanguay Homes, LLC Bankruptcy proceeding in the United States Bankruptcy Court for the District of New Hampshire.

As a result of this bankruptcy litigation, the City was awarded in excess of \$1.2 million dollars in past tax revenue and unpaid utility costs.

- In February of 2011, the Solicitor's office received a favorable decision in the Wal-Mart and Sam's Club tax abatement cases for tax years 2006, 2007 and 2008, before the Board of Tax and Land Appeals, giving the City in excess of \$1 million dollars in tax revenue.
- In 2010, the Prosecutor's office continues to maintain, expand and improve the Mediation Program for Motor Vehicle cases to reduce the need for police officers to report to court to testify, thereby reducing overall police witness fees. Through March 2011, the department successfully negotiated 296 cases out of 364 who appeared for mediation; a success rate of 81%.

<u>SERVICE INDICATORS</u>	<u>Actual 2009</u>	<u>Actual 2010</u>	<u>Estimated 2011</u>	<u>Projection 2012</u>
1. Tax Lien Mortgages (Research at Registry)	668	700	667	700
2. Tax Deed-Mortgages (Research at Registry)	125	150	129	150
3. Tax Title Searches for Property to be Deeded	65	55	37	45
4. City Dept/Board Requests for Legal Services	1,758	1,800	2,500	3,500
5. Bankruptcy Matters (Claims/Monitoring)	75	78	85	85
6. Title searches for property acquisition and sales; lot consolidations; deeds reviewed/prepared	150	180	130	125
7. Administer financial guarantees for city projects and developments	310	318	220	250
8. Pending Civil Litigation Cases	16	13	8	12
9. Pending Tax Abatement Cases	26	39	75	90
10. Concord Criminal Dispositions and Hearings	20,781	19,713	20,800	18,000
11. Loudon Criminal Dispositions and Hearings	1,585	1,485	1,615	1,650
12. Bow Criminal Dispositions and Hearings	1,218	1,347	1,470	1,400
13. Bow Juvenile Dispositions and Hearings	37	50	40	32
14. Dunbarton Criminal Dispositions and Hearings	124	103	135	130
15. Concord Juvenile Dispositions and Hearings	1,687	1,590	1,650	1,420
16. Loudon Juvenile Dispositions and Hearings	36	27	35	21
17. Concord Administrative License Suspensions	182	169	205	130
18. Bow Administrative License Suspensions	49	40	48	32
19. Dunbarton Administrative License Suspensions	12	1	10	1
20. Loudon Administrative License Suspensions	18	24	41	25
21. Concord Code Enforcement	68	176	140	80
22. Other (MCPTS or NHDTF)		28	0	20

LIBRARY DEPARTMENT

Mission: The Concord Public Library connects individuals with resources in order to enhance lives and build community.

Vision: The Concord Public Library will be a dynamic place, promoting the love of knowledge and the joy of reading.

Notable

- Supported the 21st Century Library Task Force per City Council priorities. The Task Force prepared a site selection recommendation, operating and maintenance estimate for a new library building, and evaluated the potential for fundraising. In December the Task Force presented an interim report to the City Council. In March the Task Force held a Community Open House to inform residents about the project and to gather feedback from them. A final report to the City Council is planned.
- Applied available staff resources to priority public services (circulation, reference and reader's advisory) and priority support services (collection development, acquisition, cataloging, and processing of new materials) given the reduction in staffing. With this year's reduction in the library workforce, staffing levels at public service desks were reduced in order to keep pace with priority support services--the checking in of library materials, collection development, cataloging and processing, interlibrary loan, reserves, etc. Staff worked to increase the use of volunteers. Library staff was cross-trained to provide increased flexibility for staffing priority.
- Maintained community awareness of library hours, resources, services and programming. Publicity about library hours, resources, services and programming was distributed on a regular basis. Staff worked with ConcordTV to produce a new monthly program about the library entitled "@ Your Library." A new feature was added to the library's web page called "CPL News" to provide up-to-date information about the library.
- Increased the functionality of library technology systems. Staff implemented "featured lists" allowing the library automation system to generate bibliographies previously created by the staff. Staff implemented "CPL News," providing short articles via the library's web page about library hours, resources, services, and programming. Staff implemented access to Ebscohost databases via cell phone.
- Provided two (2) additional public Internet workstations in order to meet the more concentrated demand for Internet access given the reduction in hours of service.
- Staff worked to re-energize the library's volunteer program. Staff prepared a revised brochure about volunteer opportunities. Six "Volunteer Day" events were held, when volunteers could drop in to work on easy projects and tasks, and at the same time talk with staff about more regular volunteer assignments. As a result, the library recruited and trained six additional adult volunteers, four teen volunteers and an intern.
- Staff sought additional funding for library materials with this year's reduction in the budget. Donations were sought via the "Save the Magazines and Newspapers" program for dropped subscriptions to magazines and newspapers. Donations were sought via the "Stock the Shelves" program utilizing wish lists for books for adults, children and the Penacook Branch. Gift cards were made available for cash donations to the collection.

Service Indicators	<u>Actual</u> <u>FY2008</u>	<u>Actual</u> <u>FY2009</u>	<u>Actual</u> <u>FY2010</u>
1. Circulation			
Main Adult	187,642	192,216	185,044
Main Children's	110,415	115,541	103,657
Main Total	298,057	307,757	288,701
Penacook Branch	12,561	11,399	8,418
Total	310,618	319,156	297,119
2. Traffic Count	230,732	239,160	220,805
3. Online Services			
Catalog searches	691,541	877,821	598,824
Database searches	73,398	98,655	110,022
Audiobook downloads	2,489	3,415	5,011
4. Programs/Attendance			
Main Adult Programs	17	16	16
Main Adult Attendance	740	554	418
Concord Reads Programs			17
Concord Reads Attendance			765
Main CR Programs	123	131	176
Main CR Attendance	4,342	4,164	5,101
Pen Branch Programs	48	7	3
Pen Branch Attendance	411	146	66
Total programs	188	154	195
Total attendance	5,493	4,864	5,585
5. PC/Internet Use Hours			
Main Adult	23,008	25,517	25,103
Main Children's	5,605	6,618	6,671
Penacook Branch	344	497	246
Total	28,957	32,632	32,020
6. Reference Transactions			
Total	63,986	74,646	63,232
7. Volunteers			
Hours	503	607	1,284
8. Interlibrary Loans			
Lent	2,378	2,629	2,553
Borrowed	2,293	2,440	2,274
9. PC/Internet Sessions			
Main Adult	0	0	42,277
Main Children's	0	0	4,127
Penacook Branch	0	0	405
Total	0	0	46,809

HUMAN RESOURCES DEPARTMENT

The Human Resources Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Processed 1,251 Personnel actions.
- Provided leave administration services and consulted with City departments for 25 short-term disability and 82 worker's compensation claims, 10 of which were considered lost time.
- The worker's compensation Loss Ratio Adjustment Factor was 0.60 for FY10.
- Reviewed and documented 148 City Supervisory Accident/Loss reports for committee review and performed follow-up action on various Joint Loss Management Committee (JLMC) recommendations.
 - Continued to steer the JLMC Action Plan Committee Sub-committee.
 - Chaired H1N1 pandemic awareness sub-committee and developed Pandemic Planning Guide.
 - Crafted City's Workplace Violence Prevention and Infectious Disease policy.
 - Spearheaded the extensive revisions to the following JLMC safety related policies: Personal Protective Equipment, Head Protection, Safety Footwear, and Temporary Alternate Duty.
- Coordinated various employee training programs, including, but not limited to: Customer Service, EAP Colors, Performance Evaluation, AED/CPR Training, Flagger Certification Training, Trenching and Excavation Safety, Steven's Advanced Driver Training, Primex Supervisors Academy, Creating a Respectful Workplace, (EAP), Harassment Prevention - 2010, Snowplow Safety, Confined Space (Hands-on) Training, Forklift Certification, Temporary Alternate Duty-Understanding the Supervisor's Role, Right to Know (RSA 91A), Office Safety Combined (Slips, Trips, & Falls), Back Injury Prevention, Lockout/Tagout Safety, Communicable Disease Exposure Control (Blood Borne Pathogen), Chainsaw Safety, Team Building (WTP) and monthly new employee orientations, and recruitment briefings, as necessary.
- The department coordinated the annual Beneflex open enrollment for employees and retirees. Successful enrollment included 451 employees and 289 retirees.
- For the first time in the history of the program, overall Wellflex Employee participation rates reached 78%.
- Wellflex program activities and accomplishments:
 - ❖ 25 education sessions, 6 screening opportunities, 5 exercise programs and 10 awareness campaigns were conducted.
 - ❖ Offered expanded educational workshops to 472 participants in areas such as Sun Damage Awareness; Alternative Medicine; Healthy Start to a New Year; Comfort Foods; Healthy Heart; You are What You Eat; Anatomy of a Workout; Simple Ways to Prevent Cancer.

- ❖ Offered expanded screenings to Wellflex participants resulting in 691 screenings in areas such as Sun Damage; Peak Flow; Heart Health; Nutrition and Biometrics.
- ❖ Coordinated City-wide participation in the Fall into Winter program, Step Into Spring program and the Health Risk Assessment.
- ❖ Offered numerous on site exercise programs such as Yoga, Core Strengthening, Tai Chi, Fall Into Winter and Step into Spring.
- ❖ Offered free flu shot clinics for all employee, retirees, and eligible spouses.
- ❖ Participated in the Great American Smokeout.
- The Human Resources Department coordinated 41 separate recruitments during the fiscal year.
- The turnover rate for this time period was 3.1%.
- The department participated in ongoing evaluation working towards implementation of the Enterprise Resource System (ERP) from New World Systems.

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

FY 2010 GOAL STATUS

1. Continue a comprehensive citywide traffic enforcement strategy in order to continue and institutionalize behavior change by motorists and make the streets safer for motorists, pedestrians and bicyclists alike through the following strategies.
 - a. If resources permit, maintain the Traffic Enforcement Unit assignment of one officer. Absent this assignment, continue to make traffic enforcement efforts an important part of the regular assignment for all patrol officers.

Status: Grant funding provided through the American Recovery and Reinvestment Act allowed for the Traffic Enforcement Unit to maintain the one officer assigned to the Unit. The value of this Unit to the Department and City as a whole has become quite evident since its inception. The officer assigned to the Unit has addressed a number of community concerns in regards to traffic issues, and has worked with other City Departments and the Patrol Division to make the roadways of Concord safer for all. The Department's motor vehicle enforcement activity for FY 2010 included 5,330 citations and 11,291 written warnings. The officer assigned to the TEU accounted for approximately 9% of this activity. The Traffic Enforcement Unit officer was also actively involved in participating in many of the NH Highway Safety Agency grant programs focusing on School Bus Safety, Pedestrian Safety, DWI Patrols and Checkpoints, and Intensified Loudon Road enforcement initiatives.

- b. Strive to maintain DWI Arrests at FY 2009 levels. Utilize any available grant opportunities to focus specific enforcement resources on DWI apprehension.

Status: During FY 2010 the Department made 146 DWI arrests. This compares with 192 made in FY 2009. The Department increased the number of grant funded DWI Patrols that

occurred over the year and was an active member of the Merrimack County DUI Task Force. During this fiscal year, the Department hosted three checkpoints in Concord and participated in approximately a dozen checkpoints in neighboring towns. One of the critical aspects of the sobriety checkpoints is the deterrent effect due to the publicity and large scope of each checkpoint. Although the number of DWI arrests has declined, these efforts have helped in lowering the number of alcohol related accidents in the City by 42% from FY 2009. The Department remains focused on reducing the number of impaired drivers on the roadways and will continue these initiatives and explore other means to ensure the safety of the community.

- c. Continue to utilize uniformed patrol staff to identify neighborhood traffic issues where enforcement activities can reduce dangerous and illegal behavior.

Status: Officers are encouraged to address all traffic issues that are identified within their sector. Additional resources through engineering and other City Departments are also available to help address issues as they arise. Working in conjunction with the Traffic Enforcement unit, these efforts will continue to enhance the Department's ability to change motorist's behavior resulting in safer roadways.

- d. Maintain the number of Personal Injury accidents in the City of Concord at 2009 levels by focusing enforcement action on the areas most susceptible to this type of collision. Specific attention should be given to the Manchester Street, Loudon Road, Pleasant Street and Route 3 corridors.

		Loudon Rd	Manchester St	Pleasant St	Route 3
FY 10	Total Accidents	304	50	81	139
	Accidents involving injury	68	15	12	41
FY 09	Total Accidents	278	51	66	120
	Accidents involving injury	73	8	15	31

	Loudon Rd	Manchester St	Pleasant St	Route 3
Traffic Enforcement (FY 2010)	3134	703	481	2170
Traffic Enforcement (FY 2009)	3799	682	554	1757
% increase/decrease	-17.5%	+3.1%	-13.2%	+23.5%

2. Strive for 6 dedicated Police preventative patrols per shift in Parks, Downtown, Penacook or other areas susceptible to criminal activity.

Status: The Department conducted 2,553 preventative patrols in the Parks, Downtown, and Penacook areas during FY 2010. This activity averages to 7.0 preventative patrols per day.

3. Attain 100% staffing levels of all funded positions by the end of calendar year 2009.

Status: During the fiscal year, 4 new police officers were hired. However, the Department also saw the retirement of two officers. Therefore, at the end of the Fiscal Year the Department had 4 funded police officer vacancies.

4. Attain at least a 90% clearance rate for Part I Crime.

Status: During FY 2010 the Department has cleared 92% of Part 1 crimes.

5. Work with other Public Safety agencies in the area that seek to plan and exercise for emergencies that may occur in the future.

Status: During FY 2010 the Department participated in the activation of a local POD (Point of Distribution) involving the H1N1 Vaccine. This event also included the activation of the Concord Area MACE (Multi-Agency Coordination Entity). Although not a true emergency event, the ability to utilize the POD and MACE in a real world scenario allowed for experience and evaluation to be gained regarding how effective the interoperability capabilities are between agencies. This information and experience will aid greatly in any future emergency events. Although the Department did not participate in any other drills or exercises during this fiscal year, the Department will continue to actively work with other public safety and public health agencies looking to conduct exercises to improve the Department's response when needed for emergency events.

6. Resources permitting, continue monitoring of 100% of all registered Sex Offenders through the Departments "STOP" (Sex Offender Tracking and Observation Program) and maintain a zero tolerance enforcement strategy for all violations of existing state statutes governing the monitoring of sex offenders. Develop and implement an efficient and cost effective registration program that minimizes the negative impact on providing police service while meeting the legal and program requirements attached to sex officer registration.

Status: The City of Concord currently has approximately 185 registered sex offenders living in the community. The Department continues to make the monitoring of these offenders a priority and these efforts have shown to be quite effective in ensuring offenders maintain compliance with the existing statutes governing them. The success of the Department's monitoring efforts has been demonstrated by the marked reduction in arrests for non-compliance with reporting requirements. During FY 2010 the Department has arrested 8 individuals for failing to comply with their reporting requirements, and there are currently 2 individuals under investigation. The Department conducted 880 registration events and 583 STOP checks whereby officers check on offenders to ensure that they are complying with their registration requirements. The development of an efficient and cost effective registration program is still being investigated and analyzed at this time. The Department currently utilizes a system where one detective is responsible for overseeing the registration and compliance check system that is in place. This has proven to be effective as the assigned detective is aware of all of the sex offenders living in the community and can follow up expeditiously on those

who fail to comply with their sex offender requirements. This detective also serves as the focal point for any information that the Department receives or needs to be disseminated regarding sex offenders in the community.

7. Identify and provide an analysis of two law enforcement activities that could be conducted in a regional manner. This analysis should include operational and economic costs and benefits to the community as well as the potential for implementing these programs. Active continuation of the Dispatch Regionalization concept may be considered one of these programs.

Status: This goal is ongoing. Potential activities subject to regionalization are being identified, and upon this identification a cost/benefit analysis will be conducted weighing the operational and economic costs versus possible benefits. The Dispatch Regionalization concept is still being examined as well.

8. Work with the General Services Department-Vehicle Maintenance Division to determine if savings can be achieved through the consolidation of communications infrastructure support in the Police Department budget.

Status: After careful analysis of the possibility of consolidating the communications infrastructure support with the General Services Department, a conclusion was reached that due to the complexity, scope, and critical nature of police communications any technical support must be available expeditiously and with personnel trained to handle any potential problem with the communication infrastructure, including catastrophic events. The Department has concluded that remaining in contract with Motorola would ensure the highest level of service, dependability, and expertise necessary for the safety of the officers and public.

9. Monitor, report upon and pursue all grant opportunities under the American Reinvestment and Recovery Act (ARRA) for which the City may be eligible. Take appropriate steps to increase eligibility by working with the State of New Hampshire and other agencies to insure the City is not unwittingly barred from eligibility for current and future programs. Understand and execute all related grant activities and requirements in accordance with ARRA terms, including transparency.

Status: During FY 2010 the Department received two grants through the American Recovery and Reinvestment Act. The first of these is the Recovery Act Justice Assistance Grant for \$183,788, which is designed to create and preserve law enforcement jobs and to stabilize local budgets. This grant was used to fund two police officer positions for the period of one year and to also purchase two cruisers. The second of the awards is the COPS Hiring Recovery Program Grant for \$207,544. This award will fund one police officer position, salary and benefits, for a period of three years. A condition of this grant is that the City must fund the position for one year following the expiration of the grant.

The Department's Planning and Analysis Unit, working in conjunction with the City's Finance Department, has ensured that all reporting requirements were met in accordance with ARRA guidelines.

There are currently no additional Recovery Act Grant opportunities available for the Department to apply for, however other grant opportunities have become available and the Department continues to actively pursue all potential funding sources to further the Department's goals and service to the community.

FY 2010 ADDITIONAL ACCOMPLISHMENTS

- In July of 2009, the Concord Police Department was awarded a grant of \$183,000 from the Recovery Act: Justice Assistance Grant Program. These grant funds were used to pay the salary and benefits of two Concord Police Officers for a period of one year, and funds were also used to purchase two new police cruisers. In addition, the Department served as the fiscal agent for over \$65,000 in grant funds which was sub-awarded through the Recovery Act: Justice Assistance Grant Program to the Hooksett Police Department, Pembroke Police Department, Northfield Police Department, Pittsfield Police Department, and Merrimack County Sheriff's Office.
- In September of 2009, the Concord Police Department was awarded a grant of over \$207,000 through the COPS Hiring Recovery Program to fund one police officer's salary and benefits for a period of three years. This grant funded position was filled in December of 2009.
- The Concord Police Department conducted Alcohol Compliance Checks on licensees within the City on August 28, 2009 and December 11, 2009. These checks resulted in 10 licensees selling to an underage person. Ten individuals were arrested on charges of Prohibited Sales and the non-compliance information was forwarded to the NH Liquor Commission for any administrative action that they deem necessary. These Compliance Checks were conducted using funds provided through a Grant from the NH Department of Justice – Enforcing Underage Drinking Laws Program. This grant also provides funding for additional programs focused on combating the underage drinking problem. These programs consist of park patrols, bar checks, surveillance of licensed establishments for underage drinkers, and on-sale ID checks.
- The Concord Police Department was awarded approximately \$15,000 in grant funding from the NH Department of Justice – Enforcing Underage Drinking Laws program. This program allows the Concord Police Department to implement various strategies of combating the underage drinking issue in the City. Grant funds have been used to conduct compliance checks, surveillance at retail stores for underage persons trying to purchase alcohol, ID checks at on-sale establishments, as well as various patrols in the City targeting underage drinking. This grant also helped fund the Concord Youth 2 Youth Program designed to address substance abuse issues facing Concord's youth.
- The Concord Police Department, in conjunction with the Merrimack County Sheriff's Office, applied for and received grant funds through the Department of Justice – Edward Byrne Memorial Justice Assistance Grant Program. The entire Grant was for \$43,807 of which the Concord Police Department will receive \$40,000 to be used for police service enhancements and technology upgrades.
- The Concord Police Department continues to be in the forefront in addressing internet crime, especially crimes against children. The Department plays an active role in the New Hampshire Internet Crimes Against Children (ICAC) Task Force and has obtained state of the art forensic computer analysis equipment. Newly obtained this year through grant funding provided by the Byrne Memorial Justice Assistance Grant was a Universal Forensic Extraction Device (UFED). This device allows for the forensic analysis of cell phones, PDA's, and other handheld electronic equipment. Since the beginning of this fiscal year, the Computer Crimes Unit has been involved in numerous investigations and has assisted other agencies to include the US Attorney's Office, NH Attorney General's Office, Pembroke Police Department and the Merrimack County Sheriff's Office. The forensic examinations that have been conducted have been for crimes to include Child

Pornography, Child Molestation, Computer Harassment, Identity Theft, Financial Crimes, and Counterfeiting.

- The Concord Police Department received grants through the New Hampshire Highway Safety Agency to conduct enhanced enforcement patrols during the summer of 2009 and throughout the remainder of this fiscal year. These patrols centered on increased enforcement activity on Loudon Road, downtown pedestrian safety patrols, and underage seatbelt usage patrols. The Department has also received funds to continue DWI enforcement patrols through the fall of 2010. In addition, the Department continues to be an active member of the Merrimack County DUI Task Force. This Task Force conducted 12 DUI Sobriety Checkpoints in the area during the summer of 2009, including 3 in Concord. DWI Patrols and DUI Sobriety Checkpoints are two of the programs the Department is involved with in an effort to remove impaired drivers from the city's roadways. Funding for this Task Force participation is provided by the NH Highway Safety Agency as well.
- In August of 2009 the Community Resources Unit was instrumental in coordinating the National Night Out events held at Rollins Park. National Night Out is geared towards promoting safe communities and bringing neighborhoods together to address safety concerns. The 2009 National Night Out had outstanding attendance and involved the participation of a number of City Departments including: the Police Department, Fire Department, General Services, and Parks and Recreation. In addition, the National Guard Helicopter took part in the event and was very well received by those attending. The Concord Police Department received a grant from Target to help defray the costs of the event and donations were also made by other local community organizations and businesses.
- The Concord Police Department Criminal Investigations Division continues to expand its highly successful Loss Prevention/Law Enforcement collaborative effort to combat retail crime. The Concord Police Department is the facilitator in this endeavor to improve the exchange of information between retailers and law enforcement. Currently there are approximately 60 local retailers involved in the Concord collective and this group is networked to similar groups in New England and along the East Coast. The Concord Police Department program has proven to be a model for other agencies which have developed, or are developing, similar programs.
- On July 1, 2009, the Concord Police Department, Youth Services Unit, arrested a 35 year old Concord man on charges of First Degree Assault and Second Degree Assault. The victim in this case was a male juvenile who was less than two years old. The victim suffered substantial injuries as a result of the assault.
- On July 15, 2009, the Concord Police Department, Criminal Investigations Unit, arrested a 26 year old Concord man on the charge of Burglary. This arrest followed a lengthy investigation into the theft of approximately \$42,000 in photographic artwork stolen from the Kimball Jenkins Estate.
- On July 17, 2009, the Concord Police Department made two arrests stemming from an armed robbery that took place at the Hess Gas Station on Water Street. Arrested were a 23 year old Concord man charged with Armed Robbery and Conspiracy to Commit Robbery, and a 23 year old Concord woman who was charged with Criminal Liability for the Conduct of Another to Commit Robbery. An additional arrest related to this incident was made on July 20, 2009 of a 19 year old Concord man on charges of Armed Robbery and Conspiracy to Commit Robbery.

- On July 19, 2009 members of the Concord Police Department investigated a report of a stabbing that occurred on Cheryl Drive in Concord. Investigating officers were able to make an arrest of two suspects involved in the stabbing that night. As a result of the investigation, a 24 year old Pittsfield man was charged with three counts of First Degree Assault, two counts of Criminal Mischief, Felon in Possession of a Dangerous Weapon, and Reckless Conduct. In addition, a 53 year old Concord man was charged with Conspiracy to Commit First Degree Assault and Criminal Restraint. The victim in this incident was stabbed in the shoulder and assaulted with rocks and a stick.
- On July 31, 2009, the Concord Police Department conducted a Sobriety Checkpoint on Water Street in conjunction with the Merrimack County DUI Task Force. As a result of this checkpoint, 236 vehicles were stopped to check for impaired drivers. One individual was arrested on outstanding warrants from another jurisdiction.
- On August 4, 2009, a 13 year old male was arrested after shooting an Airsoft pellet gun at a police officer who was driving by in his cruiser. The shot fired struck the officer in the shoulder. This same juvenile was arrested on September 22, 2009 for brandishing and firing an Airsoft pistol pellet gun at another student while at a bus stop.
- On August 5, 2009, the Concord Police Department, Criminal Investigations Division, arrested a 28 year old Manchester man on charges of Conspiracy to Commit Burglary and Criminal Liability for the Conduct of Another. This arrest stemmed from an investigation into a burglary that had occurred at the Medicine Store, 74 South Main Street. Taken in the burglary was a large quantity of prescription drugs.
- On August 13, 2009, three individuals were arrested stemming from an investigation whereby the suspects entered Wal-Mart and brandished a handgun demanding to know the whereabouts of an individual they sought. Those arrested included an 18 year old Concord man charged with Reckless Conduct, Riot, Carrying a loaded Gun without a License, Carrying or Selling Weapons, Possession of a Controlled Drug, and Unlawful Possession of Alcohol; a 17 year old Boscawen man charged with Riot and Unlawful Possession of Alcohol; and a 19 year old Concord man charged with Riot, Unlawful Possession of Alcohol, and Breach of Bail. During the investigation officers recovered a .32 caliber handgun and approximately one pound of marijuana.
- On September 11, 2009, the Concord Police Department conducted a Sobriety Checkpoint in the area of the Everett Arena. This effort was held in conjunction with the Merrimack County DUI Task Force. As a result of the checkpoint, 280 vehicles were checked for impaired drivers which led to the arrest of eight individuals for offenses including transporting drugs, open container, and unlawful possession of alcohol.
- On September 4, 2009, the Concord Police Department responded to a residence for a 911 call from a 13 year old girl reporting a male intruder in her bedroom. Officers approaching the residence witnessed a male subject inside the residence committing a lewd act. Officers confronted the suspect who then fled. The suspect was later apprehended. The suspect was a 25 year old Concord man who was charged with Burglary, Indecent Exposure, Receiving Stolen Property, and two counts of Resisting Arrest. The suspect was also on parole at the time of the incident.
- On September 15, 2009, a 46 year old woman from Loudon was arrested following a lengthy investigation into a series of shoplifting incidents at a local business. The suspect stole MP3 players and cameras on several occasions from Target. Charges against the woman include three counts of Shoplifting and two counts of Breach of Bail. The success

of this investigation was a direct result of the association forged by the Concord Police Department with area retailers in combating shoplifting and reducing retail loss.

- On October 23, 2009, the Concord Police Department arrested an 18 year old Derry man after an investigation into a shooting incident that had occurred. Charges against the 18 year old include Second Degree Assault, Sale of a Controlled Drug, Reckless Conduct, and Criminal Threatening. The investigation revealed that the shooting occurred during a drug transaction where a handgun was brandished and a struggle ensued. The handgun discharged striking the victim in the shoulder.
- On October 22, 2009, the Concord Police Department arrested an 18 year old Concord woman on charges of False Report to Law enforcement and Criminal Liability for the Conduct of Another. This investigation stemmed from a report of an armed robbery that had occurred at the Hess Gas Station on North Main Street. The investigation conducted by the Criminal Investigation Division revealed that the robbery claim was fabricated in order to steal money and NH Lottery tickets. On October 23, 2009, a second Concord woman, age 22, was also arrested on charges related to the false report of an armed robbery. This suspect was charged with Theft by Unauthorized Taking (Felony).
- On October 29, 2009, the Concord Police Department, Youth Services Unit, with the assistance of the Pembroke Police Department, arrested a 48 year old Pembroke resident on the charge of Felonious Sexual Assault. This investigation involved a fifteen year old female being sexually assaulted by the suspect while in the area of Broken Bridge Road. The victim and suspect were not known to each other at the time of the incident.
- On October 29, 2009, a 54 year old Concord woman was arrested on a charge of three counts of Possession of a Controlled Drug. The suspect at the time was a nurse at Presidential Oaks, a facility that offers alternative living options to senior citizens. She is accused of removing medication from blister packs and replacing it with another substance before re-sealing the blister pack. No residents of Presidential Oaks were injured as a result of the defendant's actions.
- On November 8, 2009, a 29 year old Concord man and a 31 year old Concord man were arrested following an investigation into suspicious activity. Officers responded to a wooded area off of the South Main Street Industrial Park where a campsite was located. Living in a tent at the site were the two defendants and an 8 year old boy. Further investigation at the scene revealed that there were various items at the site that had been previously reported stolen. Among the items recovered were seven handguns, prescription drugs, jewelry, collectable coins, and solar panes. The majority of these items were identified as having come from Concord area burglaries. Charges against the two defendants include multiple counts of Receiving Stolen Property, Possession of a Controlled Drug, Possession of Burglary Tools, and Endangering the Welfare of a Child.
- On November 13, 2009, detectives from the Concord Police Department arrested three Concord residents for conspiring to rob and murder a 19 year old Concord man. The victim had been located unconscious in the Merrimack River suffering from numerous injuries. Those arrested included a 42 year old man charged with Attempted Murder, Conspiracy to Commit Murder, Second Degree Assault, Robbery, and Resisting Arrest; a 33 year old Concord woman charged with Attempted Murder, Conspiracy to Commit Murder, Second Degree Assault, Robbery, and Resisting Arrest; and a 42 year old Concord man charged with Conspiracy to Commit Murder, Second Degree Assault, and Robbery.
- On November 20, 2009, the Concord Police Department Drug Enforcement Unit made an arrest following an investigation into the sale of heroin. Arrested was a 29 year old

Concord man who was charged with three counts of Sale of a Controlled Drug. As part of this investigation a search warrant was executed on his residence, which resulted in the recovery of property that had been stolen from the campuses of several local colleges. Further investigation revealed that the suspect and an accomplice, a 28 year old Concord woman, had stolen in excess of \$10,000 in property from numerous neighbors, businesses, and student and faculty of area colleges.

- On December 1, 2009, the Concord Police Department responded to Sears for a shoplifter who had fought with Loss Prevention Officers and a private citizen. During the struggle the citizen was cut with a razor blade by the suspect. Arrested was a 24 year old Boscawen man on charges of Robbery, Possession of Marijuana, and Bail Jumping.
- On December 4, 2009, the Concord Police Department arrested a 29 year old Concord man on charges of Armed Robbery and Possession of a Controlled Drug stemming from the armed robbery of a local pharmacy. The suspect is alleged to have displayed a handgun in his waistband to an employee of the Fisherville Health Mart Pharmacy and demanded narcotics. The suspect then fled the scene and was later apprehended.
- On December 9, 2009, a 38 year old Center Barnstead woman was arrested on the charges of three counts of Theft (Embezzlement), Theft by Deception, and three counts of Fraudulent Use of a Credit Card. The suspect is alleged to have embezzled funds from Helms and Company, Inc., where she had been an employee, by fraudulently issuing checks, company credit cards and electronic fund transfers. It is alleged that approximately \$375,000 was stolen from the company over a three year period.
- On January 30, 2010, members of the Concord Police Department responded to a Maple Street address on a report of a disturbance involving a sword. Officers discovered that a resident had threatened a neighbor in an unprovoked attack with a large sword and then fled back into his residence. Officers were eventually able to take the suspect into custody and also located an indoor marijuana grow operation. The suspect was a 30 year old Concord man who was charged with Criminal Threatening and Manufacturing a Controlled Drug.
- On February 5, 2010, the Concord Police Department arrested a 55 year old Concord man on the charges of Aggravated Felonious Sexual Assault, Felonious Sexual Assault, and Indecent Exposure and Lewdness. The charges stem from a joint investigation with the Hooksett Police Department. The victim in this case at the time of the incidents was between the ages of eight and ten and was sexually assaulted both in Concord and Hooksett.
- On March 26, 2010, the Concord Police Department Youth Services Unit, with the assistance of the Franklin Police Department, arrested a 36 year old Franklin man on charges of two counts of Second Degree Assault. The victim was a four year old male juvenile who was assaulted in his home. The victim and the suspect were known to each other but they are not related.
- On July 18, 2008, the Concord Police Department arrested a 33 year old Concord man on the charges of Reckless Conduct (Felony) and Felon in Possession of a Firearm, stemming from an incident occurring in the area of the Szechuan Gardens involving shots being fired. During the investigation a Glock .40 caliber handgun was recovered.

SERVICE INDICATORS				Projected
	FY2008	FY2009	FY2010	FY2011
Calls for Service	53,499	59,317	59,430	55,707
<i>Part I Crimes Reported</i>	1378	1,559	1,462	1,419
Homicide	0	0	1	0
<i>Part II Crimes Reported</i>	4506	5,027	4,763	4,300
Sexual Assaults/Offenses Reported (Part I and Part II)	89	93	94	84
Index Crime Rate (Part I Crimes per 100,000 population)				
<i>Violent Crime</i>	212	273	249	263
<i>Property Crime</i>	2691	3,360	3,157	3,043
Total Crimes Against Persons	993	1,107	1,060	1,031
Total Property Crimes	2381	2,663	2,612	2,316
Total Crimes Against Society	1481	1,519	1,376	1,212
State Reportable Traffic Accidents	1485	1,272	1,294	1,353
Traffic Fatalities	2	0	0	0
Visibility/Prevention Patrols (#)	6092	7,902	7,932	6,677
Personnel Time on Prevention Patrols (hours)	2495	2,916	2,643	2,209
Traffic Summonses Issued	4523	5,455	5,325	4,140
DWI (Persons Arrested)	185	192	146	120
Drug Abuse Violations (Persons Arrested)	305	290	253	253
~Sale/Manufacturing	69	93	68	73
~Possession	398	407	395	408
~Total Drug Abuse Violations (Charges)	467	500	463	481
Total Persons Arrested	2798	3,095	3,044	2,748
Total Number of Offenses Charged	4724	5,353	5,017	4,547
Evidence/Property				
Recovered	5062	5,087	4,605	4,850
Returned/Disposed	943	1,670	1,207	3,750
Criminal Investigations Division				
Cases Assigned	328	613	757	900
Cases Cleared	216	614	727	850
Youth Services Division				
Cases Assigned	1095	1,328	1,426	1,200
Non-Court Adjudicated	738	995	1,009	900
Petitioned	248	314	374	520
Training and Services Division				
Sworn Positions Hired	7	6	4	7
Total Training Hours	6568	6,332	9,015	8,809

RECORDS

The City Clerk insures the preservation of documents, vital records, and historical records; provides City Council agendas, correspondence, minutes and maintains indexed actions of the Council and provides election services for the City of Concord.

Notable

- Staff continues to work with the Bureau of Vital Records, keeping abreast of Vital Record program enhancements in order to assure proper processing of records and great customer service.
- Continuing implementation of internal improvements to the Council agenda process resulting in a more efficient agenda preparation process.

<u>SERVICE INDICATORS</u>	<u>FY2009</u>	<u>FY2010</u>
1. Birth Certificates Issued	3,004	2,597
2. Marriage Certificates Issued	705	762
3. Civil Union Certificates Issued	38	10
4. Death Certificates Issued	3,759	3,664
5. Divorce Records Issued	136	118
6. Certified Records Issued	7,642	7,151
7. Marriage Licenses Issued	408	411
8. Civil Union Licenses Issued	15	4
9. Dog Licenses Issued	4,698	5,488
10. Notice of Intent to Issue Summons	2,053	2,499
11. Dog Summons Issued	412	415
12. UCC's Recorded, Terminated or Amended	657	438
13. City Council Minutes Prepared	16	18
14. Vital Record Amendments	173	168

Elections

- Staff posted election results on the City's web page from the elections held allowing immediate accessibility of election results.
- Staff worked effectively with local and statewide news media providing up to the minute election results for all elections held.
- Conducted voter registration sessions at Concord High School, the NH State Hospital, Franklin Pierce Law Center as well as at local nursing homes and retirement communities.

<u>SERVICE INDICATORS</u>	<u>FY2009</u>	<u>FY2010</u>
1. Voter Registrations Processed	3,954	237
2. Absentee Voters Serviced	2,517	87
3. Early AM Voters Serviced	213	17
4. Average Number of Ballots Cast	26,460	3,356

The City Clerk's Office conducted a Special Election on September 29, 2009 and a Municipal Election on November 3, 2009. The City Clerk's Office provided early morning voting for registered voters who were leaving the City prior to 8:00 a.m.

RECREATION DEPARTMENT

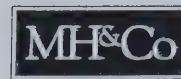
The Recreation Department is responsible for providing a diversified program of year round activities for people of all ages and abilities. The Department also schedules all outdoor parks, athletic fields, four community centers and operates seven outdoor pools.

Each year the department offers year round programming for all ages. From youth programs, classes and camps to a very successful drop in senior program. In FY2010, the department served over 5,000 participants in our programs. In addition the department coordinates many large special events: July 4, Summer Music Series and the Annual River Jamboree. Department staff has helped organize the Black Ice Pond Hockey Championship that celebrated Concord's rich hockey history. The department also manages the schedules for all athletic fields that are maintained by the City of Concord. Over the course of the year, the department works with over twenty different leagues and three high schools.

The department has opportunities for community members and the business community to help support department activities. In FY2010, the department raised over \$60,000 in donations. If you are interested in sponsoring an event or making a donation, please contact the Director.

Notable

- Added a department Facebook page. www.facebook.com/concordrec
- Recreation Web Site increased from 120,000 in FY09 to over 300,000 in FY10.
- On-line registration sessions continue to increase with over 2,500 in FY10.
- Served over 1,300 children in one of our twenty summer camps.
- Over 500 children took part in our Learn to Swim Program.
- Over 32,000 people used the seven outdoor pools.
- Active involvement with downtown recreational programming in cooperation with Main Street Concord.
- Recruited, trained and supervised over 300 volunteers who contributed a total of approximately 9,000 volunteer hours for various programs and events.
- Worked with the US Tennis Association to increase the number of tennis programs and the number of participants. Hosted a USTA coaches workshop.
- Continued to expand our Senior Citizen Program at the West Street Ward House which meets for three hours a day, three days a week. New fitness and exercise programs were added.



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MANAGEMENT ADVISORS

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INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council
City of Concord, New Hampshire

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2010, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Concord's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord as of June 30, 2010, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis, appearing on the following pages, and the supplementary information appearing on page 71 are not required parts of the basic financial statements but is supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management

regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was made for the purpose of forming opinions on the financial statements that collectively comprise the City of Concord, New Hampshire's basic financial statements. The introductory section, supplementary statements and schedules, and statistical tables are presented for purposes of additional analysis and are not a required part of the basic financial statements. The supplementary statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical tables have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued a report dated December 27, 2010 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 27, 2010

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2010

	Governmental Activities	Business-Type Activities	Total
ASSETS			
Current:			
Cash and short-term equivalents	\$ 39,465,749	\$ 7,547,383	\$ 47,013,132
Investments	10,684,794	-	10,684,794
Receivables, net of allowance for uncollectibles:			
Property taxes	28,642,346	-	28,642,346
Accounts	977,552	-	977,552
User fees	-	1,529,873	1,529,873
Intergovernmental	67,491	150,011	217,502
Loans	814,601	-	814,601
Other assets	365,228	85,513	450,741
Total current assets	<u>81,017,761</u>	<u>9,312,780</u>	<u>90,330,541</u>
Noncurrent:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental	-	1,030,920	1,030,920
Capital assets:			
Land and construction in progress	22,958,971	6,797,718	29,756,689
Other capital assets, net of accumulated depreciation	<u>83,389,577</u>	<u>122,706,491</u>	<u>206,096,068</u>
Total non-current assets	<u>106,348,548</u>	<u>130,535,129</u>	<u>236,883,677</u>
TOTAL ASSETS	187,366,309	139,847,909	327,214,218
LIABILITIES			
Current:			
Accounts payable	1,046,974	700,868	1,747,842
Retainage payable	325,264	363,793	689,057
Accrued liabilities	811,227	344,234	1,155,461
Unearned revenues	26,008,941	73,968	26,082,909
Taxes collected in advance	17,848,059	-	17,848,059
Due to other governments	10,656	-	10,656
Due to external parties - fiduciary funds	2,925	-	2,925
Other current liabilities	1,104,049	187,105	1,291,154
Current portion of long-term liabilities:			
Bonds and loans payable	4,344,857	3,319,772	7,664,629
Other liabilities	<u>1,637,398</u>	<u>197,372</u>	<u>1,834,770</u>
Total current liabilities	<u>53,140,350</u>	<u>5,187,112</u>	<u>58,327,462</u>
Noncurrent:			
Bonds and loans payable, net of current portion	34,537,835	24,227,374	58,765,209
Other liabilities, net of current portion	<u>3,328,490</u>	<u>292,000</u>	<u>3,620,490</u>
Total non-current liabilities	<u>37,866,325</u>	<u>24,519,374</u>	<u>62,385,699</u>
TOTAL LIABILITIES	91,006,675	29,706,486	120,713,161
NET ASSETS			
Invested in capital assets, net of related debt	70,966,637	104,095,897	175,062,534
Restricted for:			
Grants and other statutory restrictions	3,708,741	-	3,708,741
Permanent funds:			
Nonexpendable	7,905,901	-	7,905,901
Debt service	-	1,180,931	1,180,931
Unrestricted	<u>13,778,355</u>	<u>4,864,595</u>	<u>18,642,950</u>
TOTAL NET ASSETS	\$ <u>96,359,634</u>	\$ <u>110,141,423</u>	\$ <u>206,501,057</u>

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2010

	<u>Expenses</u>	<u>Program Revenues</u>		
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
Governmental Activities:				
General government	\$ 6,852,912	\$ 1,484,734	\$ 526,252	\$ 1,303,524
Public safety	21,069,118	3,128,313	144,751	281,299
General services	11,290,119	273,935	93,331	-
Community development	3,815,308	1,280,954	252,436	614,196
Leisure and information services	2,142,783	523,031	-	-
Human services	768,564	41,063	-	-
Interest on long-term debt	1,778,927	-	-	-
Total Governmental Activities	47,717,731	6,732,030	1,016,770	2,199,019
Business-Type Activities:				
Water	4,870,370	5,100,517	-	144,657
Sewer	6,368,985	5,716,639	228,364	57,225
Solid Waste	4,085,706	3,213,003	-	-
Golf	823,561	871,131	-	-
Arena	452,084	486,911	-	-
Total Business-Type Activities	16,600,706	15,388,201	228,364	201,882
Total	\$ 64,318,437	\$ 22,120,231	\$ 1,245,134	\$ 2,400,901

**General Revenues, Transfers &
Permanent Fund Contributions**

General Revenues:

Property Taxes
Penalties, interest and other taxes
Grants and contributions not restricted
to specific programs
Investment income (Loss)
Miscellaneous

Transfers, net
Permanent fund contributions

Total general revenues, transfers,
and contributions

Change in Net Assets

Net Assets:

Beginning of year

End of year

See notes to financial statements.

Net (Expenses) Revenues and Changes in Net Assets		
Governmental Activities	Business- Type Activities	Total
\$ (3,538,402)	\$ -	\$ (3,538,402)
(17,514,755)	-	(17,514,755)
(10,922,853)	-	(10,922,853)
(1,667,722)	-	(1,667,722)
(1,619,752)	-	(1,619,752)
(727,501)	-	(727,501)
<u>(1,778,927)</u>	<u>-</u>	<u>(1,778,927)</u>
(37,769,912)	-	(37,769,912)
-	374,804	374,804
-	(366,757)	(366,757)
-	(872,703)	(872,703)
-	47,570	47,570
<u>-</u>	<u>34,827</u>	<u>34,827</u>
<u>-</u>	<u>(782,259)</u>	<u>(782,259)</u>
(37,769,912)	(782,259)	(38,552,171)
37,683,982	-	37,683,982
885,170	-	885,170
900	-	900
1,066,457	178,641	1,245,098
1,563,028	61,521	1,624,549
5,213	(5,213)	-
<u>222,293</u>	<u>-</u>	<u>222,293</u>
<u>41,427,043</u>	<u>234,949</u>	<u>41,661,992</u>
3,657,131	(547,310)	3,109,821
<u>92,702,503</u>	<u>110,688,733</u>	<u>203,391,236</u>
\$ <u>96,359,634</u>	\$ <u>110,141,423</u>	\$ <u>206,501,057</u>

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2010

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS			
Cash and short-term equivalents	\$ 24,620,136	\$ 14,845,613	\$ 39,465,749
Investments	1,012,250	9,672,544	10,684,794
Receivables:			
Property taxes	29,028,283	-	29,028,283
Accounts	288,805	688,747	977,552
Intergovernmental	67,491	-	67,491
Loans	-	814,601	814,601
Due from other funds	288,718	-	288,718
Inventory	199,179	-	199,179
Other assets	155,473	10,576	166,049
TOTAL ASSETS	\$ 55,660,335	\$ 26,032,081	\$ 81,692,416
LIABILITIES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 385,695	\$ 661,279	\$ 1,046,974
Retainage payable	-	325,264	325,264
Other liabilities	868,006	236,043	1,104,049
Deferred revenues	28,552,681	995,633	29,548,314
Taxes collected in advance	17,848,059	-	17,848,059
Due to other funds	2,925	288,718	291,643
Due to other governments	10,656	-	10,656
TOTAL LIABILITIES	47,668,022	2,506,937	50,174,959
Fund Balances:			
Reserved for:			
Encumbrances	155,552	2,746,249	2,901,801
Inventory	192,428	-	192,428
Perpetual (nonexpendable) permanent funds	-	7,905,901	7,905,901
Tax stabilization	578,080	-	578,080
Miscellaneous	40,708	-	40,708
Unreserved:			
Designated, reported in:			
General fund	1,330,000	-	1,330,000
Undesignated, reported in:			
General fund	5,695,545	-	5,695,545
Special revenue funds	-	8,124,307	8,124,307
Capital project funds	-	3,500,587	3,500,587
Debt service	-	1,248,100	1,248,100
TOTAL FUND BALANCES	7,992,313	23,525,144	31,517,457
TOTAL LIABILITIES AND FUND BALANCES	\$ 55,660,335	\$ 26,032,081	\$ 81,692,416

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2010

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Revenues:			
Taxes	\$ 36,839,522	\$ 819,834	\$ 37,659,356
Licenses and permits	712,811	-	712,811
Intergovernmental	973,323	1,713,728	2,687,051
Charges for services	4,404,264	1,615,455	6,019,719
Investment income	116,621	949,836	1,066,457
Contributions	-	751,431	751,431
Miscellaneous	1,268,722	1,196,639	2,465,361
Total Revenues	<u>44,315,263</u>	<u>7,046,923</u>	<u>51,362,186</u>
Expenditures:			
Current:			
General government	5,362,436	1,226,603	6,589,039
Public safety	18,953,070	668,546	19,621,616
General services	6,970,197	424,428	7,394,625
Community development	2,627,075	254,176	2,881,251
Leisure and information services	1,952,457	325	1,952,782
Human services	749,114	-	749,114
Employee benefits	445,033	-	445,033
Miscellaneous	-	131,653	131,653
Debt service			
Principal	3,767,067	827,496	4,594,563
Interest	1,061,177	494,112	1,555,289
Capital outlay	-	7,479,876	7,479,876
Total Expenditures	<u>41,887,626</u>	<u>11,507,215</u>	<u>53,394,841</u>
Excess (deficiency) of revenues over expenditures	2,427,637	(4,460,292)	(2,032,655)
Other Financing Sources (Uses):			
Issuance of bonds	-	2,494,750	2,494,750
Refunding bonds issued	122,400	-	122,400
Refunding bond premium	83,424	-	83,424
Payment to refunded bond escrow agent	(205,824)	-	(205,824)
Transfers in	1,685,980	1,776,533	3,462,513
Transfers out	(2,593,051)	(864,249)	(3,457,300)
Total Other Financing Sources (Uses)	<u>(907,071)</u>	<u>3,407,034</u>	<u>2,499,963</u>
Net change in fund balance	1,520,566	(1,053,258)	467,308
Fund Balance, at Beginning of Year	<u>6,471,747</u>	<u>24,578,402</u>	<u>31,050,149</u>
Fund Balance, at End of Year	<u>\$ 7,992,313</u>	<u>\$ 23,525,144</u>	<u>\$ 31,517,457</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2010

	<u>Budgeted Amounts</u>			Variance with Final Budget Positive (Negative)
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	
Revenues:				
Taxes	\$ 37,222,410	\$ 37,222,410	\$ 37,174,883	\$ (47,527)
Licenses and permits	903,615	903,615	712,809	(190,806)
Intergovernmental	873,840	873,840	987,894	114,054
Charges for services	4,443,367	4,443,367	4,404,259	(39,108)
Investment income	157,680	157,680	116,621	(41,059)
Miscellaneous	<u>787,805</u>	<u>794,370</u>	<u>1,117,711</u>	<u>323,341</u>
Total Revenues	44,388,717	44,395,282	44,514,177	118,895
Expenditures:				
General government	5,917,040	5,914,040	5,179,595	734,445
Public safety	18,857,641	19,093,641	18,887,138	206,503
General services	7,370,690	7,376,190	7,056,118	320,072
Community development	2,850,136	2,850,136	2,605,381	244,755
Leisure and information services	1,973,770	1,989,770	1,950,104	39,666
Human services	858,992	858,992	749,182	109,810
Employee benefits	425,000	425,000	445,033	(20,033)
Debt service	<u>5,230,285</u>	<u>5,009,285</u>	<u>4,787,310</u>	<u>221,975</u>
Total Expenditures	43,483,554	43,517,054	41,659,861	1,857,193
Other Financing Sources (Uses):				
Transfers in	1,664,872	1,691,807	1,675,621	(16,186)
Transfers out	<u>(2,570,035)</u>	<u>(2,570,035)</u>	<u>(2,590,603)</u>	<u>(20,568)</u>
Total Other Financing Sources (Uses)	<u>(905,163)</u>	<u>(878,228)</u>	<u>(914,982)</u>	<u>(36,754)</u>
Excess of revenues and other financing sources over expenditures and other financing uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>1,939,334</u>	\$ <u>1,939,334</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2010

	Business-Type Activities Enterprise Funds				
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total
<u>ASSETS</u>					
Current:					
Cash and short-term equivalents	\$ 3,429,248	\$ 2,302,958	\$ 1,373,633	\$ 441,544	\$ 7,547,383
User fees, net of allowance for uncollectibles	480,695	671,256	360,363	17,559	1,529,873
Intergovernmental receivables	-	150,011	-	-	150,011
Prepaid assets	11,175	6,147	439	2,210	19,971
Inventory	8,616	-	56,926	-	65,542
Total current assets	3,929,734	3,130,372	1,791,361	461,313	9,312,780
Noncurrent:					
Intergovernmental	-	1,030,920	-	-	1,030,920
Capital assets:					
Land and construction in progress	3,218,863	3,338,155	186,200	54,500	6,797,718
Other capital assets, net of accumulated depreciation	61,052,127	60,282,124	-	1,372,240	122,706,491
Total noncurrent assets	64,270,990	64,651,199	186,200	1,426,740	130,535,129
TOTAL ASSETS	68,200,724	67,781,571	1,977,561	1,888,053	139,847,909
<u>LIABILITIES</u>					
Current:					
Accounts payable	353,099	160,086	148,456	39,227	700,868
Retainage payable	153,335	210,458	-	-	363,793
Accrued liabilities	147,509	189,832	-	6,893	344,234
Unearned revenue	-	-	47,576	26,392	73,968
Other current liabilities	19,719	36,607	124,779	6,000	187,105
Current portion of long-term liabilities:					
Bonds and loans payable	1,542,316	1,666,456	-	111,000	3,319,772
Compensated absences	77,869	74,046	11,404	34,053	197,372
Total current liabilities	2,293,847	2,337,485	332,215	223,565	5,187,112
Noncurrent:					
Bonds and loans payable, net of current portion	9,892,803	13,852,571	-	482,000	24,227,374
Other post employment	146,000	146,000	-	-	292,000
Total noncurrent liabilities	10,038,803	13,998,571	-	482,000	24,519,374
TOTAL LIABILITIES	12,332,650	16,336,056	332,215	705,565	29,706,486
<u>NET ASSETS</u>					
Invested in capital assets, net of related debt	53,325,871	49,717,953	186,200	865,873	104,095,897
Restricted for debt service	-	1,180,931	-	-	1,180,931
Unrestricted	2,542,203	546,631	1,459,146	316,615	4,864,595
TOTAL NET ASSETS	\$ 55,868,074	\$ 51,445,515	\$ 1,645,346	\$ 1,182,488	\$ 110,141,423

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2010

	Business-Type Activities Enterprise Funds				Total
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	
Operating Revenues:					
Charges for services	\$ 5,100,517	\$ 5,716,639	\$ 3,213,003	\$ 1,358,042	\$ 15,388,201
Other	38,169	18,317	-	5,035	61,521
Total Operating Revenues	5,138,686	5,734,956	3,213,003	1,363,077	15,449,722
Operating Expenses:					
Operating expenses	2,752,498	4,018,754	4,085,706	1,121,875	11,978,833
Depreciation	1,551,696	1,842,197	-	124,711	3,518,604
Total Operating Expenses	4,304,194	5,860,951	4,085,706	1,246,586	15,497,437
Operating Income (Loss)	834,492	(125,995)	(872,703)	116,491	(47,715)
Nonoperating Revenues (Expenses):					
Investment income	57,056	120,251	-	1,334	178,641
Intergovernmental	-	228,364	-	-	228,364
Interest expense	(566,176)	(508,034)	-	(29,059)	(1,103,269)
Total Nonoperating Revenues (Expenses), Net	(509,120)	(159,419)	-	(27,725)	(696,264)
Income (Loss) Before Contributions and Transfers	325,372	(285,414)	(872,703)	88,766	(743,979)
Capital contributions	144,657	57,225	-	-	201,882
Transfers in	150,074	67,387	1,596,969	25,411	1,839,841
Transfers out	(1,062,300)	(668,864)	-	(113,890)	(1,845,054)
Change in Net Assets	(442,197)	(829,666)	724,266	287	(547,310)
Net Assets at Beginning of Year	56,310,271	52,275,181	921,080	1,182,201	110,688,733
Net Assets at End of Year	\$ 55,868,074	\$ 51,445,515	\$ 1,645,346	\$ 1,182,488	\$ 110,141,423

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2010

	Business-Type Activities Enterprise Funds				Total
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	
<u>Cash Flows From Operating Activities:</u>					
Receipts from customers and users	\$ 5,185,448	\$ 5,712,336	\$ 3,112,560	\$ 1,347,256	\$ 15,357,600
Payments to vendors and employees	(2,768,796)	(3,997,929)	(4,076,725)	(1,120,803)	(11,964,253)
Net Cash Provided By (Used For) Operating Activities	2,416,652	1,714,407	(964,165)	226,453	3,393,347
<u>Cash Flows From Noncapital Financing Activities:</u>					
Intergovernmental revenues	-	228,364	-	-	228,364
Transfers in	150,074	67,387	1,596,969	25,411	1,839,841
Transfers out	(1,062,300)	(668,864)	-	(113,890)	(1,845,054)
Net Cash Provided by (Used For) Noncapital Financing Activities	(912,226)	(373,113)	1,596,969	(88,479)	223,151
<u>Cash Flows From Capital and Related Financing Activities:</u>					
Proceeds from issuance of bonds and notes	1,264,050	2,405,600	-	73,100	3,742,750
Principal payments on bonds and notes	(1,684,266)	(1,594,424)	-	(92,900)	(3,371,590)
Acquisition and construction of capital assets, net disposals	(1,057,856)	(1,535,990)	-	-	(2,593,846)
Capital contributions	144,657	196,316	-	-	340,973
Interest expense	(566,176)	(505,004)	-	(29,377)	(1,100,557)
Net Cash (Used For) Capital and Related Financing Activities	(1,899,591)	(1,033,502)	-	(49,177)	(2,982,270)
<u>Cash Flows From Investing Activities:</u>					
Investment income	57,056	120,251	-	1,334	178,641
Net Cash Provided by Investing Activities	57,056	120,251	-	1,334	178,641
Net Change in Cash and Short-Term Equivalents	(338,109)	428,043	632,804	90,131	812,869
Cash and Short-Term Equivalents, Beginning of Year	3,767,357	1,874,915	740,829	351,413	6,734,514
Cash and Short-Term Equivalents, End of Year	\$ 3,429,248	\$ 2,302,958	\$ 1,373,633	\$ 441,544	\$ 7,547,383
<u>Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used For) Operating Activities:</u>					
Operating income (loss)	\$ 834,492	\$ (125,995)	\$ (872,703)	\$ 116,491	\$ (47,715)
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:					
Depreciation	1,551,696	1,842,197	-	124,711	3,518,604
Changes in assets and liabilities:					
User fees	46,761	(22,620)	(8,927)	(9,027)	6,187
Inventory	(667)	-	(439)	-	(1,106)
Other assets	(11,175)	-	6,156	(2,210)	(7,229)
Accounts payable	12,791	(111,230)	(3,613)	2,934	(99,118)
Compensated absences	(2,429)	2,873	6,762	1,841	9,047
Other liabilities	(14,817)	129,182	(91,401)	(8,287)	14,677
Net Cash Provided By (Used For) Operating Activities	\$ 2,416,652	\$ 1,714,407	\$ (964,165)	\$ 226,453	\$ 3,393,347

See notes to financial statements.

ORDINANCES

Ordinances passed in FY2010:

Amended the Code of Ordinances, Title I, General Code; Chapter 9, Water; Article 9-6, Sewers and Drains, by amending Section 9-6-1, Definitions.

Amended the Personnel Class Specification Index by adding Deputy City Solicitor, Director of Office of Management and Budget, and Management and Budget Analyst.

Deleted yield right of way on Broad Cove Drive and West Parish Road traveling west; deleted yield right of way on Graham Road and Snow Pond Road traveling south; added yield right of way on Graham Road (west of splitter island) and Snow Pond Road traveling south; added stop intersection on Broad Cove Drive and Carter Hill Road when traveling east; added stop intersection on Broad Cove Drive and West Parish Road when traveling west; added stop intersection on Graham Road (east of splitter island) and Snow Pond Road traveling south.

Added parking time limited in designated places on the south side of Short Street from Rumford Street to N Spring Street; two hours between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday.

Amended the Code of Ordinances, Chapter 1, Government Organization; Article 1-3, Miscellaneous Regulations, Section 1-3-6, Reporting of Campaign Contributions and Expenses.

Amended the Code of Ordinances, Title I, General Code; Chapter 5, Public Works; Article 5-1, Highways and Sidewalks; by adding Section 5-1-22, License and Permit Required for the Installation of Monitoring Wells on Public Property or in a Public Way.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Article 1-5, Fees, Fines, and Penalties, Chapter 5, Public Works, Section 5-1-22 License and Permit Required for the Installation of Monitoring Wells on Public Property or in a Public Way, by adding new Section 5-1-22.2 License and Permit Fees to Schedule I.

Amended the Code of Ordinances, Schedule II, Fines and Penalties appended to Chapter 1, Government Organization; Article 1-5, Fees, Fines and Penalties; Section 1-5-2, Fines and Penalties, by adding a new Section under Chapter 5, Public Works, titled 5-1-22.3 Penalties.

Amended the Code of Ordinances, Title I, General Code, Chapter 5, Public Works, Article 5-1, Highways and Sidewalks, by deleting Section 5-1-4 Permit Required to Excavate In or Open a Public Way in its entirety and replacing with a new section.

Amended the Code of Ordinances, Title I, General Code: Chapter 1, Government Organization, by amending Article 1-5, Fees, Fines, and Penalties, Section 5-1-4, Permit Required to Excavate In or Open a Highway.

Amended the Code of Ordinances, Schedule II, Fines and Penalties appended to Chapter 1, Government Organization; Article 1-5, Fees, Fines and Penalties; Section 1-5-2, Fines and Penalties.

Amended the Code of Ordinances, Chapter 1, Government Organization; Article 1-3, Miscellaneous Regulations, Section 1-3-7, Polling Hours on Election Day; 7:00 a.m. until 7:00 p.m. for Municipal, State and Federal election days.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-22, Parking Prohibited: Winter, Maintenance, and Emergency Parking Bans.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Small Wind Energy Systems.

Deleted parking prohibited at all times in designated places on the west side of North State Street from Centre Street to Tremont Street; deleted parking prohibited at all times in designated places on the east side of North State Street from Franklin Street to 166 feet southerly; deleted parking prohibited at all times in designated places on the east side of North State Street (westerly traveled way) from Franklin Street to Church Street; added parking prohibited at all times in designated places on the west side of North State Street from Centre Street to 210 feet north of Franklin Street; added parking prohibited at all times in designated places on the east side of North State Street from Franklin Street to 220 feet southerly; added parking prohibited at all times in designated places on the east side of North State Street (westerly traveled way) from Franklin Street to 220 feet northerly; added parking prohibited at all times in designated places on the east side of North State Street from Chapel Street to 120 feet north of Washington Street; added parking prohibited at all times in designated places on the south side of Franklin Street from North State Street to 65 feet westerly; added parking prohibited at all times in designated places on the north side of Franklin Street from North State Street to 130 feet westerly; added parking prohibited at all times in designated places on the south side of Franklin Street from North State Street to 150 feet easterly; added parking prohibited at all times in designated places on the north side of Franklin Street from North State Street to 130 feet easterly; added parking prohibited at all times in designated places on the north side of Washington Street from North State Street to 140 feet westerly.

Deleted parking time limited in designated places on the east side of North State Street from Centre Street to Washington Street, parallel (three hours between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday). Added parking time limited in designated places on the east side of North State Street from Centre Street to 37 feet south of Chapel Street, parallel (three hours between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday).

Amended the Personnel Class Specification Index: Business Manager.

Amended the Code of Ordinances, Title IV, Subdivision Code; Chapter 29.2, Public Capital Facilities Impact Fees Ordinance; Section 29.2-1-2, Assessment and Collection.

Deleted parking prohibited at all times in designated places on the south side of Pleasant Street from South Main Street to 60 feet westerly; added parking prohibited at all times in designated places on the south side of Pleasant Street from South Main Street to 95 feet westerly; deleted parking meters on the south side of Pleasant Street from 60 feet west of South Main Street to South Spring Street; added parking meters on the south side of Pleasant Street from 95 feet west of South Main Street to South Spring Street.

Added U-Turns prohibited in designated places: Manchester Street from southbound, north of Old Turnpike Road to northbound, Manchester Street; Bouton Street from southbound, north

of N Main Street/I-393 to northbound, Bouton Street; N Main Street from northbound, south of Bouton Street/I-393 to southbound, N Main Street; N Main Street from southbound, north of Franklin Street to northbound, N Main Street.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 31, Purchasing and Contract Procedure; Article 31-1, Purchasing Procedure.

Added parking prohibited at all times in designated places on both sides of Federal Street from Pleasant Street to Warren Street.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 34, Personnel Rules and Regulations; Article 34-11, Leave, Section 34-11-1, Annual Leave.

Amended the Personnel Class Specification Index by adding Pavement Marking and Signage Technician.

Deleted stop intersection on Bog Road, Penacook intersecting Fisherville Road, Penacook traveling east; Sewalls Falls Road intersecting Fisherville Road, Penacook traveling west; Franklin Street intersecting North State Street traveling both ways; Centre Street intersecting Liberty Street traveling east; Liberty Street intersecting Centre Street traveling north; Auburn Street intersecting Centre Street traveling south; Delta Drive intersecting east of Railroad Crossing traveling west. Added stop intersection on Auburn Street intersecting Liberty Street traveling east; North State Street intersecting Franklin Street traveling both ways; Franklin Street intersecting North State Street traveling both ways; Centre Street intersecting Liberty Street traveling both ways; Liberty Street intersecting Centre Street traveling both ways.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 30, Administrative Code, Article 30-3, Boards and Commissions, Section 30-3-25, Public Safety Board.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I and Schedule II of Article 1-5, Fees, Fines and Penalties.

Added parking prohibited at all times on both sides of Storrs Street from Theatre Street to South Main Street.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-3, Parking Meters; Section 18-3-10, Exceptions, by deleting Section 18-3-10 (d) Holiday Parking.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 19, Penalties; Article 19-1, Penalties.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-3, Parking Meters.

Amended the Code of Ordinances, Schedule II, Fines and Penalties appended to Chapter 1, Government Organization; Article 1-5, Fees, Fines and Penalties; Section 1-5-2, Fines and Penalties.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-3-13, Restrictions on Use of Parking Lots and Parking Garages.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 34 Personnel Rules and Regulations, Article 34-11, Civil Leave.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 34 Personnel Rules and Regulations, Article 34-11-1, Annual Leave.

Amended the Code of Ordinances, Title V, Administrative Code, Chapter 30, Administrative Code, Article 30-3, Boards and Commissions, Section 30-3-14, Transportation Policy Advisory Committee.

Amended the Code of Ordinances, Title I, General Code; Chapter 14, Morals and Conduct; Article 14-2, Miscellaneous Police Regulations – Designated Tobacco Non-Use Areas.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties – Water-Use Rates.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I of Article 1-5, Fees, Fines, and Penalties – Sewer-Use Rates.

Government

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4071 Votes Mayor-Aldermen 1335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2974 Votes Mayor-Aldermen 2979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3449 Votes Mayor-Aldermen 2737 Votes

New Hampshire State Library



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